

July 2003

## Highlights

Learn FBM  
History



Remember  
Past  
Instructors



Revisit Old  
Articles



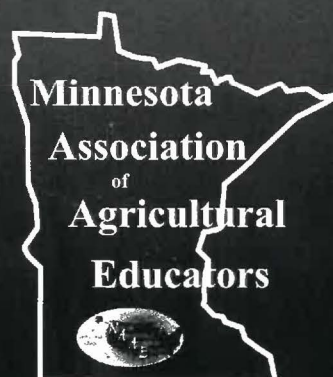
Congratulations  
from the  
Chancellor



Resolution  
from White  
House

SPECIAL FBM

## Anniversary EDITION



MSCU

Minnesota State Colleges & Universities



# AG IN ACTION

## TABLE OF CONTENTS

### MIKE PAGEL

President

318 - 270th Ave.

Fulda, MN 56131

H: 507-425-2161

O: 507-425-2514

[mpagel@fps.mntm.org](mailto:mpagel@fps.mntm.org)

### JOHN HOBERT

Past President

31782 - 67th Ave. Way

Cannon Falls, MN 55009

H: 507-263-3693

O: 507-263-4081

C: 507-259-6263

[jhobert@frontiernet.net](mailto:jhobert@frontiernet.net)

### BRAD SCHLOESSER

President Elect

43583 Rabbit Road

St. Peter, MN 56082

H: 507-934-4284

O: 507-389-7263

[BradS@sctc.mnscu.edu](mailto:BradS@sctc.mnscu.edu)

### CARL AAKRE

Vice President

8114 - 241st Lane

Stacy, MN 55079

H: 651-462-1056

O: 651-415-5372

[caakre@agacademy.net](mailto:caakre@agacademy.net)

### TOM ANDERSON

Secretary

Farm Business Management

Box 423

Plainview, MN 55964

H: 507-534-3649

O: 507-534-1214

[tkmande@rconnect.com](mailto:tkmande@rconnect.com)

### BILL JANUSZEWSKI

Treasurer

22201 - 430th St.

Pelican Rapids, MN 56572

H: 218-863-1823

O: 218-863-5910 x 4163

[bjanus@pelicanrapids.k12.mn.us](mailto:bjanus@pelicanrapids.k12.mn.us)

### CHUCK ERICKSON

Membership Secretary

315 - 30th Ave. NE

Benson, MN 56215

H: 320-843-3289

O: 320-843-2710

[cerickson@benison.k12.mn.us](mailto:cerickson@benison.k12.mn.us)

Editor's Scoop.....	2
Forward by John Murray.....	3
Letter from the Chancellor.....	5
Letter from Senior Vice Chancellor.....	6
White House Resolution.....	7
Governor's Resolution.....	8
The First 20 Years.....	9
The Proposal.....	14
First FBM Budget.....	15
Players and Partners Who Built the Program.....	16
New Home Through FBM.....	17
Congratulations From MnSCU.....	18
Comment Corner.....	20
Rules and Regulations.....	21
Challenges of Program Development.....	22
U of M Staff Sends Regards.....	24
Now and Then.....	27
Professional Leadership.....	28
The Past 50 Years.....	Center Spread
Professional Organization Letters.....	29
Legislative Regards.....	32
Minnesota Senate Resolution.....	33
Minnesota House Resolution.....	34
Into the 70's.....	36
Analysis/Computer History in Minnesota.....	37
FBM is About.....	40
1980-81 FBM Article.....	41
Government Agency Letters.....	42
The Next 30 Years: 70s and Beyond.....	47
Student Writes In.....	50
Current FBM Instructor Thoughts.....	51
Vic's View.....	52
Farm Organizations Write In.....	53
VoAg Coordinator Postion Comes About.....	55
50 Years and Looking Forward.....	56

#### ***Pictured on cover:***

***Top:*** Farm business management instructor Gary Thome gave a tour of Northern Country Co-op to some farm management students. Here employee Jim Krebsbach programs a ration for a local producer.

***Bottom:*** John Waldo (left side of chart), a Winona area farmer, using the thermometer chart to show the strong and weak points in his farming program. He is helping his ag teacher, Harry Peirce, sell the Minnesota Vo-Ag Farm Management Program to a group of farmers. (Photo courtesy of "The Ag Man," 1957 fall edition.)

# The Editor's Scoop



Dacia Schoenfeld  
Ag in Action Editor

When John Murray and Jim Molenaar asked me to put together a special edition of *Ag in Action* dedicated to 50 years of farm business management I felt very honored.

This is my fifth year of working with the Minnesota Association of Agricultural Educators. I have not met one ag instructor who I thought didn't work hard or who wasn't a role model to their students.

The Minnesota Farm Business Management (FBM) instructors are no exception. I learned a lot myself, editing all the different articles for this special anniversary magazine.

Throughout this issue you will read about how our state's FBM program got started in 1953 and about the many changes the program has undergone.

See some great photos collaged together, look at the actual historical documents that created FBM and read articles written by your fellow ag instructors.

As you read on, notice the various tributes to the FBM program authored by: Minnesota State Colleges and Universities (MnSCU) Chancellor James McCormick, Senior Vice Chancellor for Academic and Student Affairs Linda Baer, some state legislators and ag busi-

nesses, Governor Tim Pawlenty and even the president of the United States.

Congratulations and best of luck to you in the next 50 years to come! ■

*"A special thank you to John Murray and Jim Molenaar who helped organize pieces for this special Ag in Action."*

Greater State Advisors ♦ 2600 Eagan Woods Drive, Suite 200 ♦ Eagan, MN 55121

Phone: (651) 686-6458 ♦ Fax: 651-687-9387

Comments? E-Mail the editor at [aginaction@yahoo.com](mailto:aginaction@yahoo.com)

# Celebrating 50 Years and Looking Forward: Minnesota's Farm Business Management Program

*By John Murray*

*MnSCU State Director, Farm/Small Business Management Program*

Half a century later and over 4,000 farm businesses served each year, farm business management education in Minnesota is celebrating its golden anniversary. But it's not stopping there. Like any enduring, reliable organization or relationship, this program has vision, values and goals to sustain it through unpredictable times.

Historically, Farm Business Management (FBM) Education has been a part of education programs in Minnesota high school and post-secondary levels since 1953. From the early cooperative efforts of the State Department of Education and the Department of Agriculture Education (University of Minnesota), the program has expanded to serve over 4,000 farm businesses each year in Minnesota. These farm businesses are served by 95 instructors located in over 87 sites across the state.

Today, the Minnesota State Colleges and Universities (MnSCU) manage these programs through the local colleges. Six colleges, each representing a particular geographic region of Minnesota, provide the majority of the instruction. Deans from each of these campuses and a state director administer the program.

## **Vision**

- The sustaining vision of FBM education programs is to assist business owners, operators and managers in meeting their business and personal goals through sound decision-making. Management education emphasizes the use of quality records and analysis in business management. Persons owning, operating, managing or starting businesses receive instruction based on individual education plans customized to their needs.

## **Values and Goals**

Management education programs value:

- A student-centered approach to education. Student expectations drive delivery and performance.
- Access to education. Financial, location, time, information, age, prior skills or other potential barriers should not limit access to management education.
- A focus on the needs of the students. Individual education plans enable students to develop and learn skills necessary for the success of their unique businesses.
- Accountability to the student and the public. Management education must deliver education to meet student expectations and use program resources in an efficient and professional manner.
- Quality being intentional. Student goals and expectations are identified, a process of continuous measurement and improvement is developed, and results are evaluated.

The programs have the following seven goals:

1. Quality management education.
2. Affordable FBM programs.
3. FBM collaborative efforts and partnerships.
4. FBM program marketing.
5. Professional development.
6. Recruitment of new instructors.
7. Consistent statewide FBM program leadership.

*Continued on next page*

### **Partnerships/Collaborative Efforts**

A key to 50 years strong in any business, educational or personal venture is the support and collaboration of others who believe in the cause. The Minnesota Farm Business Management Education Program has worked with several partners over the years, including the Minnesota Department of Agriculture, Minnesota State Legislature, National Pork Producers and Pork Board, Minnesota Wheat Growers, Corn and Soybean Industry Committees, Center for Farm Financial Management, Farm Service Agency, farm organizations such as Farmers Union and Farm Bureau and lending agencies. The above lists only a few of the many partnership/collaborative efforts that the program has worked with.

### **History**

Activities and events that led to the establishment of the present farm business management program in Minnesota are summarized in the historical detail provided in other articles in this publication. For further historical detail refer to the following: "The First Twenty Years" by Charles M. Painter, abridged by Dr. Edgar Persons; and "The Next Thirty Years" by Gene R. Kuntz, abridged by Dr. Edgar Persons.

To maintain the instructional integrity of the program throughout the state, a statewide comprehensive and sequential curriculum is followed. The curriculum incorporates educational activities that include classroom, small group and on-farm instruction. The content areas included in the curriculum are directly relevant to all aspects of farm business management. This curriculum has been revised numerous times since its creation and continues to reflect changing farm business management practices. The programs became course/credit based in fiscal year 1992. The FBM program today is a six-year program and delivered as a statewide curriculum. The Advanced Management Agriculture Commodities Marketing certificates were added to supplement the existing curriculum.

The Minnesota State Legislature, recognizing the value of farm business management education for improving the farm economy, has allocated several funding initiatives over the years to provide educational services to farm operators through the farm business management programs. These funding initiatives provided greater assistance to farmers in dealing with economic difficulties. Recognizing the benefits from these initiatives, the state legislatures have provided continued funding for staff, expanding the number of farm business management programs and providing tuition relief.

### **Success is Contagious and Current**

The success of the Minnesota Farm Business Management Education Program has spread to other states. Several states use the same curriculum materials, business analysis format, and use FINPACK computerized analysis and farm planning software. The curriculum used today reflects current management practices. Further, it incorporates content based upon current techniques for farm accounting and business analysis as a means of providing management education to farm business operators. To address continuing changes in farm management practices and maintain the success of the program, the analysis and curriculum must both be updated on a regular basis. This updating must be accomplished through collaborative efforts so the management and educational value of the program is maintained.

### **Time to Celebrate**

Festivities are being celebrated throughout 2003, to honor the 50-year commitment of the farm business management program to farm businesses across Minnesota and dream about the next 50 years...■



## Minnesota State Colleges & Universities

June 2003

Dear Educators,

Congratulations to the Farm Business Management Program of the Minnesota State Colleges and Universities on reaching its golden anniversary.

For 50 years, Minnesota farmers have had access to educational programs that are unique in the nation for their customized tutorial approach to helping farmers and other small businesses stay current and be the very best they can be. The Farm Business Management network has played a vital role in educating farmers on financial planning, analysis and on responding to changes in government regulations, technology and the global marketplace.

Minnesota is proud of its farming history and its thriving agricultural industry today. The Minnesota State Colleges and Universities are proud of their role in supporting Minnesota farmers and small businesses with education and training to keep them competitive, efficient and thriving in a rapidly changing environment.

On behalf of the Board of Trustees for the Minnesota State Colleges and Universities, I salute the educators, farmers and employers who make this program a national model.

Sincerely,

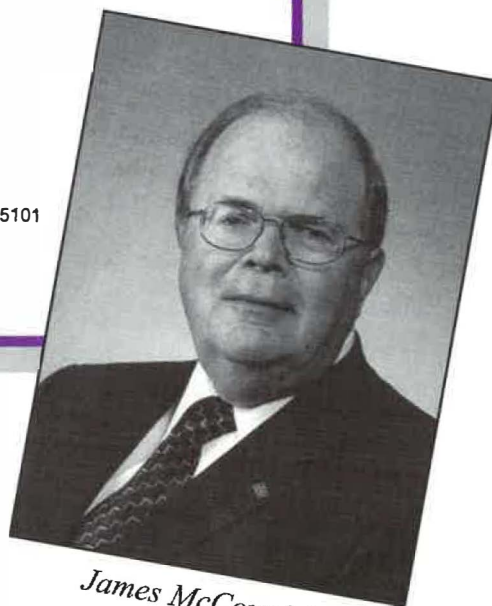
A handwritten signature in black ink, reading 'James H. McCormick'.

James H. McCormick  
Chancellor

c: Chair Mary P. Choate

500 World Trade Center 30 East Seventh Street St. Paul, Minnesota 55101  
651.296.8012 Facsimile 651.297.5550 TDD 651.282.2660

An equal opportunity educator and employer



*James McCormick*



## Minnesota State Colleges & Universities

April 11, 2003

### Minnesota's Farm Business Management Program:

Congratulations to you and your colleagues on celebrating 50 years of success with the Farm Business Management Program! The leadership the Minnesota Farm Business Management program provides serves as a model for the whole United States.

We have been fortunate to have agricultural education leaders in Minnesota with tremendous vision. They developed a program that has stood the test of time including changes in state agencies, state education and legislative leadership. The Farm Business Management program has been a critical and integral component that strengthens the economies of Greater Minnesota.

The impact of the Farm Business Management programs has been felt statewide. The program's value is seen in the thousands of Minnesota farm families who have benefited from the leadership programs' educational resources to increase efficiency and profitability.

I applaud the role the Farm Business Management program has played and continues to play in helping farm families meet the challenges of a rapidly changing agriculture. I appreciate the positive working relationship the program has within our agency and look forward to the program's continued importance as part of the Minnesota State Colleges and Universities educational offerings.

My best wishes to all its members on this important golden anniversary celebration.

*Linda L. Baer*

Linda L. Baer, Ph.D.  
Senior Vice Chancellor  
for Academic & Student Affairs

500 World Trade Center 30 East Seventh Street St. Paul, Minnesota 55101  
651.296.8012 Facsimile 651.297.5550 TDD 651.282.2660

An equal opportunity educator and employer



THE WHITE HOUSE

WASHINGTON

April 22, 2003

Congratulations to Minnesota State Colleges and Universities as you celebrate the 50th anniversary of your Farm Business Management program.

Since 1953, the Farm Business Management program has played an important role in developing profitable farm businesses throughout Minnesota. By equipping our farm owners and operators with the tools necessary to succeed and compete in our global marketplace, your program strengthens our Nation's economy.

Our citizens depend on farmers for food, clothing, and to be responsible stewards of our lands. My Administration is committed to preserving the farm way of life for future generations, and the Farm Security and Rural Investment Act of 2002 is helping ensure the strength of this vital industry.

I commend the Farm Business Management program for your important work to encourage the growth and development of agricultural leaders. Your efforts to promote education make a positive difference in the lives of your students, and your dedication to supporting America's farm industry contributes to a better quality of life for all.

Laura joins me in sending our best wishes for a memorable golden anniversary celebration.



# STATE OF MINNESOTA

## Office of Governor Tim Pawlenty

130 State Capitol ♦ 75 Rev. Dr. Martin Luther King Jr. Boulevard ♦ Saint Paul, MN 55155

May 9, 2003

Dr. James McCormick  
Chancellor  
Minnesota State Colleges and Universities  
500 World Trade Center  
30 East Seventh Street  
St Paul MN 55101

Dear Chancellor McCormick:

On behalf of the citizens of Minnesota, I want to congratulate the Farm Business Management Education program for its 50 years of service to the state. Throughout the decades, this program has made an important and positive impact on Minnesota's agriculture community.

Minnesota's agriculture industry has experienced dynamic change in the past 50 years. The Minnesota Farm Business Management Education programs have been instrumental in helping farmers adjust to that change. While farming has always been a challenging way to make a living, globalization and new technologies have introduced a whole new set of business challenges. As this new landscape has emerged, the Farm Business Management program has played a vital role in educating farmers on financial planning and business analysis. This education has enabled thousands of farmers to weather financial challenges and continue contributing to Minnesota's economy.

I look forward to continued contributions from the FBM programs, as they work to help guide Minnesota's farm businesses through unpredictable times.

Sincerely,

A handwritten signature in dark ink, appearing to be "T. Pawlenty", written over the word "Sincerely,".

Tim Pawlenty  
Governor

Voice: (651) 296-3391 or (800) 657-3717

Fax: (651) 296-2089

TDD: (651) 296-0075 or (800) 657-3598

Web site: <http://www.governor.state.mn.us>

An Equal Opportunity Employer

Printed on recycled paper containing 15% post consumer material



# The First Twenty Years\*

by Charles M. Painter  
Retired, Former Area Ag Coordinator, Austin area

Abridged by Dr. Edgar Persons,  
Professor Emeritus, U. of M., 2003

## An Idea is Conceived

History should be objective. But, in the final analysis, we will each interpret events in light of our own experiences and convictions. The only basic requirement is integrity. Only when history is documented with supporting evidence can its credibility be accepted.

The Minnesota Cooperative Farm Management Program not only developed slowly, but developed in a manner quite different from the original plan.

The times called for patience from those who refused to be patient. Finally, it was impatience that prevailed.

Like most programs, cooperative farm management could trace its origin to many sources. An introduction to a new cooperative approach to adult education in agriculture was prepared by Dr. Milo Peterson, head of the Department of Agriculture, University of Minnesota in the summer of 1952.

The program was described as one having a strong farm management orientation closely related to current and real problems of the farm family.

"Each participating farmer will keep a set of farm records and make available certain data for research and teaching purposes for comparison." The concept envisioned a cooperative effort among several agencies.

The plan also called for a coordinator. The coordinator was to spend about half time in the school communities and the other half in the Department of Agricultural Education at the University of Minnesota.

The cooperative farm management program concept was not a sudden immediate divine revelation. Much of the concept for the program had its origin in the veteran's agriculture offerings.

Simply stated, the philosophical contribution of veteran's agriculture to a pupil-teacher communication was that education is "learner centered" rather than "teacher centered." This was the philosophy of Dr. A.M. Field. Dr. Field consistently reminded his classes that "the pupil learns through his own activities."

---

*\*AUTHOR'S NOTE: An abridged version of "The Cooperative Farm Management Program Through Two Decades of Development," circa 1970, by Charles Painter.*

---

Learning was essentially a process of accepting and rejecting — making decisions from choices or alternatives. The "Field, philosophy" implied that the teacher does not instruct effectively by selling himself, his expertise or his ideas. To teach effectively, the uniqueness of the pupil and the situations of pupil involvement

must be addressed.

The assumption that an expert could give the GI trainee the answers necessary to successfully run his business was not generally accepted by the recently discharged veteran. A different approach was needed to meet the problems they faced.

Instruction shifted from the teaching of approved practices to the adopting of practices appropriate to the management of each unique farming situation. In applying the technology the farmer, rather than the teacher, became the expert.

The role of the teacher had changed. The instructor's role as a source of information had diminished. His ability to direct and stimulate positive action had become paramount.

Veteran trainees were required to keep complete records in the Minnesota Farm Account Book. As early as 1947, a number of the farm records had been analyzed using a procedure developed at the University of Minnesota.

Minnesota was well in the forefront of farm record analysis, having started with farm records and a primitive analysis as far back as 1902. However, the early analyses were research oriented.

Neither feedback or direction was provided to the farm cooperator. By the time veteran's

*Continued on next page*

farm records were analyzed, this had changed and the farmer was encouraged to "make an analysis from the standpoint of organization and operation."

Those in agricultural education who were seeking a management emphasis for adult instruction recognized the potential of such analysis.

The Minnesota analysis approach was one of the most comprehensive in the country. Self analysis, a procedure devised in a University of Minnesota summer session, was outlined in Release No. 1. It was adopted in the early 50's and replaced the earlier versions of farm record analysis.

The cooperative farm management program was the culmination of new concepts in adult farmer education. It was not that the need for technical knowledge was less. In fact, science and mechanization had completely revolutionized farming.

Farm production had become more specialized. The application of the farming specialization in a management situation could be practically applied only by the farm operator.

Except for Release No.1, no effort was made by vo-ag instructors to utilize the University of Minnesota analysis process until 1955 when Ralph Smith developed a formalized procedure for the farm analysis.

Smith made a complete analysis of the farm records of his veteran trainees, compiled averages and prepared a report with detailed directions for the entire process.

Developments at the post-secondary level of education helped bring focus to the role of education in agriculture. The area vocational school concept and its development was a milestone in the history of Minnesota education.

There was much concern among progressive educators that Minnesota's greatest industry might be given little emphasis in the state's area vocational programs, but S.K. Wick, the assistant director of vocational education, felt a deep concern that agriculture instruction be given a high priority.

Dr. Peterson was intent on establishing the cooperative farm management program. After contacting many prospective financial sponsors, Dr. Milo Peterson received encouragement from the Hill Family Foundation for implementing the program.

Lauren Granger assumed the coordinator responsibility starting in April of 1952. Other financial aid for the project came from the Farmers Union Terminal Association and the Minnesota Iron Range Resources Commission.

Even with generous financial support the initial effort to launch the farm management program was agonizingly slow. Despite the slow growth, the roots penetrated deeply into fertile soil. It took three years to develop the program and another five years of careful nurturing before growth became phenomenal.

In anticipation of the Hill Family Foundation grant, Granger contacted the Agricultural Extension Service suggesting a desire for monthly teaching aids. The recently organized Adult Education Association of the United States was also contacted and invited to utilize data from the project.

The task assigned to Granger was not an enviable one. The challenge it presented was too often discouraged by inertia and procrastination. Most of the instructors had a full-time load with high school classes and FFA.

The background of vocational agriculture instructors was still

production oriented. Many teachers did not feel comfortable with either detailed farm records or farm management instruction.

Granger was invited to meet with instructors, farm groups, business organizations and others. There was so much response it made his schedule difficult and sometimes impossible.

He found an immediate endorsement for the program from the Adult Education Committee of the Minnesota Vocational Agriculture Instructor's Association (MVAIA).

Also offering support was the Agricultural Extension Farm Management staff. The assistance and counsel of Dr. Truman Nodland was of tremendous help. Dr. Nodland had assumed responsibility for record book analysis.

Results of the first year of promotional activity were disappointing. A survey released Sept. 1, 1953 showed 40 schools participating with 192 enrollees. The number of account submitted for analysis was only a fraction of this estimate.

The anticipated growth of the cooperative farm management program suggested expansion problems. One was the eventual added workload that would be imposed on the already understaffed Farm Management Division of the Department of Agricultural Economics.

The team of Ermann Hartmans and Hal Routhe, Agricultural Economics, made significant contributions to the progress of Minnesota agriculture in the 1950's.

Could the farm analysis be done by other than the University of Minnesota Farm Management staff? Ralph Smith had done so on a limited scale. If the responsibility were to be transferred, to whom

*Continued on next page*

should it be assigned?

A logical suggestion was to set up a program within the area vocational school system. Such schools had recently been approved and were in operation in Mankato, Austin, Staples, Alexandria, Duluth and Thief River Falls. Winona had been approved but was still building.

In September 1954, a meeting took place in Mankato consisting of farmers, school board members, school superintendents, vocational school directors and vocational agriculture teachers. The meeting focused on the concern that all vocations in the area should be served by the newly organized area vocational schools.

Tentative plans for farm analysis through area centers was formulated in the next two months. Area vocational schools at Thief River Falls, Mankato and Austin were selected as centers for 1955 farm records. Ralph Smith at Morris was to continue to serve the west central area.

The responsibility was approached with misgivings. The greatest apprehension was for the mechanics of the analysis. Compared to the do-it-yourself analysis through such aids as Release #1, the process seemed complicated and involved. But, they persevered! All reports were completed by spring of 1956.

One instructor later described the first analysis experience as a nightmare, but with an essential difference; bad dreams last only a few seconds. This was an eight-week experience. The three centers analyzed a total of 153 farm records for the 1955 record year.

Winona was added as an analysis center in 1956, followed by the Duluth and St. Cloud vocational schools.

Ironically the Hill Family Foundation, upon receiving the

report of farm management activity, indicated more optimism than most of the people directly involved. Mr. Heckman, of the foundation, in a letter to Milo Peterson wrote:

*While you and your associates were last on our schedule last Friday night, you topped off the day for all of us. We thoroughly enjoyed your visit with you and your associates. One of the directors said on the way home 'I could have spent another hour with those men.' I think this expresses in a concise manner, the reaction of all of us to the review of the project on adult education in agriculture.*

The termination of the Hill Family Foundation project in 1958 ended an epoch of determination and persistence without corresponding evidence of success. For the great effort expended, the results seemed meager and lacked fulfillment.

The fruits of Granger's efforts would be harvested several years after his departure from Minnesota. Probably no one deserves more credit for the final success of the program than Lauren Granger.

With so many positive influences for building the Minnesota Cooperative Farm Management Program, why was the early growth so disappointingly slow and the later development so surprisingly rapid?

Several factors may have been at work: 1) Keeping records is not a popular activity; 2) The self discipline required of farm families to keep accurate records is exacting; 3) The activity is monotonous and boring; instructors and others supervising such records sometimes choose to avoid their responsibilities; 4) Most high schools had only one vo-ag instructor who was already overloaded with high school responsibilities and the pro-

gram was dependent upon these teachers; 5) Tax practitioners preferred other less complex records; 6) Credit agencies often put most of their emphasis on cash flow; 7) Some instructors who resented change proved to be obstacles; 8) Everything new is suspect; 9) There was competition from commercial farm management services. But again persistence prevailed! After 20 years the quality of the analysis program remains unsurpassed!

A series of workshops in the summer of 1958 addressed the following purposes: Get better and more complete farm accounts; Give instructors a better understanding of records and analysis procedures; Give instructors a better basis for interpreting analysis information; Sell instructors on a farm accounting and management curriculum for high school pupils.

By the spring of 1959, it was evident that analysis centers needed full-time personnel if the potential for the cooperative farm management program was to be reached.

An adult instructor could not carry an instructional load for 40-50 farm families and still provide analysis services for the schools in his area. S.K. Wick, now the director of vocational education, recognized the need.

Four workshops were to be held in the summer of 1959. Planning started with a retreat at the lake cabin of Ralph Smith. Workshop assignments were discussed with general agreement that the area farm management instructors who were designated as analysts should attend all four sessions.

Each analyst was given a specific workshop assignment. By 8:30 a tentative agenda had been adopted and the remainder of the evening devoted to less serious

*Continued on next page*

social problems, such as when to stay in the game with a pair of sixes. Milo Peterson provided some expert but costly instruction to novices.

The group agreed that more teaching aids would be prepared for presenting analysis statistic. Guides for interpreting individual analysis reports were suggested to give the program state-wide uniformity.

William Knaak suggested that adult agriculture instructors did not have enough time to carry on good local adult programs and still do a good job on farm analysis.

Three points were made relative to area schools: 1) The analysis program is a valuable use of the area school to enhance the vocational agriculture program; 2) It will strengthen the support for area schools from the rural community; and 3) It should provide more needed instruction as a follow-up to farm analysis. Mr. Knaak went on to recommend that a farm analysis consultant with specific service responsibilities be hired by the area school and the salary be 100 percent reimbursed.

In April 1960, the State Vocational Education Advisory Committee agreed to recommend to the State Board of Vocational Education that the position of "Vocational Agriculture Program Coordinator" be included in the Minnesota Plan for Vocational Education. As of July 1, 1960 the area coordinator position was initiated.

The growth of the cooperative farm management program following the establishment of the area coordinator position was phenomenal. In 1966, 1,045 farm records had been analyzed by the six analysis centers. In 1977, eleven years later, over 5,000 farm records were analyzed.

One of the problems as numbers of enrollees increased, was

the difficulty of computing averages. Manual calculations were adequate for individual farms, but increasingly difficult as greater numbers were included in averages.

The problem of adding columns with 200 entries often of six digits each was awesome! A search for a better way led to examination of electronic data processing as a viable solution.

The first attempt at electronic farm record analysis by Minnesota instructors was initiated as a semi-private enterprise venture. For reasons not documented, it failed.

One of the problems encountered in data processing before 1960 was that it was adapted to situations dealing with relatively few calculations. These calculations often involved an extremely large number of cases that were sometimes very complex.

The Minnesota Farm Account Book Analysis involved hundreds of calculations, some simple, but others highly complex.

Stanley Nelson, who in 1956 initiated the farm analysis program at Thief River Falls, enrolled for a doctorate program in agricultural education. For his thesis problem, he chose to design a program for the electronic analysis of the Minnesota Farm Account Book for 1961.

Using Ralph Smith's manual he attempted to correlate a computerized program with manual computations. Stan presented a program to be refined and tested by Agricultural Records Cooperative of Middleton, Wis.

When Stan left Minnesota for a United Nations program assignment overseas, Edgar Persons, vocational agriculture instructor at Hoffman, succeeded him as a graduate student. Ed had made an impressive record as a high school instructor.

Within a few years, adult enrollment in his 25 percent adult

program exceeded 20 students. The accuracy and completeness of the Hoffman account books drew high praise from record analyst Ralph Smith.

Ed studied and attempted a more thorough testing of enterprise analysis. As of the fall of 1964, the coordinators agreed to a data processing service with Agricultural Records Cooperative. The agreement was not unanimous.

Four of the seven (seven with St. Cloud) agreed to try data processing for a complete analysis. The University of Minnesota, Division of Agricultural Education, was designated to provide the technical assistance with Edgar Persons being assigned that responsibility.

The first data processing was done with the 1964 records in 1965. Review of the correspondence might indicate the venture was a failure. It was obvious from the start that the program was full of inaccuracies.

For most of the participants, data processing was a mysterious and complicated procedure. There were innumerable errors and major delays, with the averages compiled as much as six weeks later than the previous year's manual calculation.

A milestone year in data processing achievement was 1965. The coordinators and instructors who remained skeptical had to admit that even with its many imperfections, the project had demonstrated that a detailed farm business analysis by an electronic process was possible, and could be done at a reasonable cost.

Cooperators were more patient and tolerant than instructors and coordinators. They were almost unanimous in their willingness to give Agricultural Records Cooperative another chance.

Area coordinators, whose

*Continued on next page*

collective sanity had survived 1965, geared for a new year. Many of the headaches of data processing were behind them, but with headaches came a wealth of experience.

Like 1956 and 1959, it was a landmark year. It was marked by achievement, even though many more problems would be encountered with data processing before all the calculations were accurate for every analysis. By 1967, six areas were involved in data processing under Agricultural Records Cooperative.

The purpose of this modest effort has been to cover one epoch of history - the Minnesota history of adult education in agriculture from about 1950 to 1970, including the conception of an idea, the promotion of a plan and the implementation of a program: the Minnesota Cooperative Farm

Management Program.

This pioneering period evolved through rather distinct phases. Prior to 1955, promotion of adult education was afforded a high priority. Farmer education through both traditional patterns of instruction and trial and error was pursued with dedication and persistence.

The year 1955 witnessed analysis centers opening within certain designated area vocational schools. This phase lasted until 1960-61 when area coordinator positions were given official approval. The third phase was the development and adjustment to computerized analysis.

However slow the process of establishing and nourishing a farm management education program, farmer-to-farmer communication did much to provide a permanent

basis for growth.

Over the years most of the original problems have been resolved, only to be followed by new problems. Just like the educational community, today's farmers face new problems and challenges.

Other chapters will be added to the historic record of the Minnesota Cooperative Farm Management Program. Hopefully someone will find the time and enthusiasm to record the activities of the 1970's, 80's and beyond into the 21st century.

Agricultural education can approach the future with confidence because we know where we have been in the past. Our roots have depth. ■

#### **ABRIDGER'S NOTE:**

*The original Painter document is 58 pages in length. It is obvious that this shorter abridged version omits much of the historical detail. Mr. Painter mentioned and described the contributions of the many, many individuals who had major influence or who made major contributions to the development of the cooperative farm management program. In this abridged version almost all such references to people were omitted. Those who are more curious about the details of program development should refer to the farm management web site where the complete text of Mr. Painter's paper can be found. To whet your curiosity, the following paragraph contains the names of all of those Mr. Painter mentioned in his brief historical account of the Minnesota Cooperative Farm Management Program through two decades of development.*

*They are listed in alphabetical order:*

*Anderson, Madge; Anderson, Robert; Anderson, T.A.; Anhorn, Audrey; Aune, Arndt; Bear, Forrest; Benes, Jim; Bjerke, Harvey; Boss, Andrew; Brandt, Malcolm; Cochran, G.R.; Cook, W.W.; Cullen, Mike; Cyr, Romeo; Dowling, C.E.; Engene, Sam; Ferguson, Gordon; Field, A.M. Francis, Gene; Freier, Ernest; Granger, Lauren; Guelker, William; Hartmans, Erman; Hartog, Edward; Hays, Willet M.; Heckman, A.A.; Hodgkins, Del; Hyatt, Loyal; Johnson, Erling Joos, Loyal; Kalin, Frank; Keskenin, Leo; Kitts, Harry; Kleene, Kermit; Knaak, William; Knute, Leo; Larson, Lyall; Luehen, Floyd; Marvin, R. Paul; Morine, Shirley; Murray, John; Nelson, Stanley; Nodland, Truman; O'Connell, Edward; Painter, Charles; Palan, Ralph; Palmer, Rodger; Palmer, Ernest; Persons, Edgar; Peterson, Milo J.; Peterson, Edwin; Pierce, Harry Jr.; Probasco, Peter; Routhe, Hal; Schmidt, Harry; Seeling, Dalton; Sissler, Ed; Smith, Ralph; Sorenson, Fred; Swanson, Gordon; Swanson, Leroy; Teske, Phillip; Thell, John; Tilleraas, Truman; Ulrich, Harold; Vangness, Dwain; Walker, Donald; Weigand, W.G.; Wenberg, Stanley; Wick, S.K.; Zwiebel, John.*

UNIVERSITY OF MINNESOTA  
COLLEGE OF EDUCATION

DEPARTMENT OF AGRICULTURAL EDUCATION  
UNIVERSITY FARM, ST. PAUL

March 25, 1953

Mr. A. A. Heckman  
Executive Director  
Hill Family Foundation  
W-500 First National Bank Building  
St. Paul 1, Minnesota

Dear Mr. Heckman:

Attached is the proposed budget for the Cooperative Project in Adult Education in Agriculture for the period from April 1, 1953 to June 30, 1954.

You will note that the budget is set up to cover a fifteen month period. We are doing this in order that we might begin immediately and at the same time permit adjustment to the fiscal year of the University after the first three months.

We learned that there would be a charge by the University at eight per cent for "overhead". This is included. We had not planned on this item in setting up our initial request for support.

In your letter of March 15 you indicated that funds are usually made available at six month intervals and that semi-annual progress reports are made. I wonder if you would consider making available the sum of \$11,750.00 for a nine month period as the first step? If you wish, we would be glad to make a report at the end of the first three months and each six months thereafter. The initial amount for the first nine months will enable the project to fit into the University's accounting system. This is not a serious problem and we will be guided by your wishes in the matter.

We have interested Mr. Lauren Granger in the position of project coordinator. He was the unanimous selection of Mr. Cochran, Mr. Rodland, Mr. Pond, and me. Mr. Cleland was out of town and not able to attend the meeting, but I feel sure he will agree with the committee's action.

We are anxious to proceed and are hopeful of obtaining significant improvement in our adult education program for farm people. Permit me to once again express our thanks to the Hill Family Foundation for its support.

Very truly yours,

Milo J. Peterson, Head  
Agricultural Education Department

MJP:dcr

*Milo Peterson was the one who had the vision of starting farm business management. Here, on onion skin, is the original request for funding to start the program.*

BUDGET FOR PERIOD FROM APRIL 1, 1953 - JUNE 30, 1954

DEPARTMENT 9003, LOUIS W. AND MAUD HILL FAMILY FOUNDATION

Budget 4800, overhead charged by University of Minnesota @ 8%	\$1,449.00
Budget 2800, supplies, travel, expenses	2,800.00
Budget 1800, salaries	
Item 1. Lauren Granger, Lecturer (Coordinator) AT	8,000.00
2. Shirley Morine, Secretary AT	3,165.00
3. _____, Clerk AT	2,550.00
4. Miscellaneous Help	1,600.00
Total for first fifteen months:	\$19,564.00
Amount requested from the Louis W. and Maud Hill Foundation for first nine months:	\$11,750.00
Estimated amount for April 1, 1953 - June 30, 1954:	\$19,564.00
Estimated amount for July 1, 1954 - June 30, 1955:	13,618.00
Estimated amount for July 1, 1955 - June 30, 1956:	13,618.00
TOTAL:	\$46,800.00

The above includes a preliminary breakdown of the amount granted in support of the Cooperative Project in Adult Education in Agriculture. This is tentative and subject to revision in amount and as to items in order to provide for adjustments to meet salary and other changes including the 8% charge for "overhead" to the University.

*The first budget for farm business management:  
April 1953 to June 1954.*

# Players and Partnerships Who Built the Program

*Dr. Orley D. Gunderson, President of Northland Community and Technical College*



In 1953 a powerful idea was turned into an educational program that has had a profound impact on the lives of thousands of people.

Fifty years ago, school boards throughout Minnesota began hiring vo-ag teachers to provide Farm Business Management (FBM) programs to farmers in their school districts.

The superintendents and school boards looked upon these programs as investments that would return significant dividends to their communities.

I would like to offer my thoughts on the major players and partnerships that have made the farm management program such a success:

**1) University of Minnesota and Professors:** The Ag Ed Department of the University of Minnesota played the lead role in developing the FBM curriculum. Dr. Milo J. Peterson, chairman of the Agricultural Education Department, and many other professors and graduate students too numerous to mention in this short article, deserve much of the credit for the genesis of the FBM program.

As an undergraduate ag-ed student at the University of Minnesota in the late 1950's and early 1960's, I witnessed and experienced the enthusiasm and creativity of the professors and students who were growing the program. The vision, goals and framework for the FBM program are directly related to the leadership provided by the University's Ag Ed Department. Without them there would have been no FBM program.

**2) School Boards and Superintendents:** Thousands of veterans of World War II and the Korean War returned to their

communities eager to forget about war and become engaged in the business of farming. The GI Bill provided benefits that would enable them to pursue their dreams.

The FBM programs offered by the school districts were approved by the Veterans Administration for veteran's benefits. This enabled aspiring farmers to receive financial assistance and most importantly, knowledge to become successful. Without the vision and leadership provided by the school boards and superintendents, there would have been no FBM program.

**3) Coordinators and Teachers:** The on-site management and actual delivery of FBM instruction was made possible by a leadership system that employed regional coordinators (now called deans). They provided excellent leadership and coordinated the analysis function of the program. Over the last 50 years, thousands of instructors have delivered classroom and on-site instruction. Without the coordinators and teachers, there would have been no FBM program.

**4) Legislators and State Boards:** The State Board of Education supported the idea of providing education to the state's farmers. Over the last 50 years the State Board and now the Minnesota State Colleges and Universities (MnSCU) Board of Trustees have requested funds from the State Legislature.

The policy makers have always delivered. There have been ups and downs with various boards, governors and legislators, but at the end of the day we've always had support from our state boards and policy makers. Without them, there would be no FBM program.

For the last 50 years, the state's

farmers and business communities have profited from the FBM programs.

The success of farmers in the program has not only increased their own efficiency and effectiveness, but also improved the *quality* of life of all businesses in rural Minnesota.

I am proud to state that at Northland Community and Technical College (NCTC), we have approximately 20 full-time excellent FBM instructors who work in 14 different counties.

One of the greatest concerns I have at this time is tuition is rising to a point where it may be difficult for farmers to participate in the program.

I have voiced this concern to our area legislators and am hopeful the partnership that made the programs possible during the last 50 years can continue to work into the future.

The challenge I see now is that of continuing to offer management programs that are not only of excellent quality, but are also affordable and accessible.

Over the last 50 years, the FBM programs in the Thief River Falls region have been fortunate to have excellent leaders.

I attribute the success of the NCTC farm business management program to the excellent leadership that has been provided by people such as Arnt Aune, Fred Sorenson, Pete Probasco, Ed Sisler, Verne Spengler and Bob Bollesen.

Congratulations to all the people who have been involved in delivering this program over the last 50 years! Good luck to the next generation of educators who will deliver the program over the *next* 50 years! ■

(Courtesy of "The Ag Man." Fall edition, October 1971.)

# New Home Through Farm Management



Pictured from left to right are: Gunder Hanson, Detroit Lakes, Ag Coordinator; Paul Ramsey, Veterans Farm Management Instructor; Edward Anderson, Superintendent, Independent School District No. 22; Norman Hillukka, student of Veterans Farm Management class; Charlotte, Norman's wife and children, Denise, Renee and Roxanne.

## **Paul Ramsey - Detroit Lakes, Minnesota**

Instruction in farm management has made it possible for Norman Hillukka to build a new house on his Wolf Lake farmstead.

Mr. Hillukka is one of twenty-three area farmers enrolled in the Detroit Lakes Vo-Tech Veteran's Farm Cooperative Farm Management class instructed by Paul Ramsey.

The theme of the summer course work is farm structures. The laboratory phase of the course is utilized to build farm dwellings. The students consulted Rusty Holen, instructor of Architectural Drafting at the Vo-Tech, to advise in drawing up the plans. Walter Johanson,

Contractor, along with Fred Kraft, a student experienced in carpentry, are consultants in the actual construction.

A new house will be a reality for the Norman Hillukka family in a short while. How does Norman feel about living on a farm? According to the F.F.A. creed, "To live and work on a good farm, or to be engaged in other agriculture pursuits, is pleasant as well as challenging." Norman subscribes to this thought.

The Veteran's Farm Management program includes: farm management, soils and agronomy, animal nutrition, animal science, farm mechanics, agricultural economics, and agricultural related subjects including farm business law, farm organizations, insurance, farm ownership, leasing, and loans and finance.



## Minnesota State Colleges & Universities

April 15, 2003

### Minnesota's Farm Business Management Program:

Congratulations on the Farm Business Management Program celebrating its 50 year golden anniversary! During my years of service in the State Board of Technical Colleges and Minnesota State Colleges and Universities, I have had the privilege of working with the fine staff and faculty members in this program. I strongly believe your program has been absolutely vital to the success of – and of key importance to – Minnesota's agricultural industry.

Farmers today operate in a highly competitive, fast-changing business environment that includes trends such as globalization, industry consolidation, increasing awareness of food safety and biotech foods and environmental concerns. All of these factors, along with effective financial management, can impact a farm family's success in their business. Through participation in the Farm Business Management Program, farm families develop the knowledge and skills needed to maintain a competitive edge. The FBM program does an excellent job of helping farm families meet their business and personal goals by developing sound management skills.

The untiring efforts of Farm Business Management educators in service to Minnesota farmers is commendable. Through your efforts, farm businesses have grown, prospered and added great value to the Minnesota economy. My best wishes to all its members on this important golden anniversary celebration.

A handwritten signature in cursive script that reads 'Deena B. Allen'.

Deena B. Allen, Ph.D.  
Associate Vice Chancellor for Academic Affairs

500 World Trade Center 30 East Seventh Street St. Paul, Minnesota 55101  
651.296.8012 Facsimile 651.297.5550 TDD 651.282.2660

An equal opportunity educator and employer



*Sharon K. Grossbach*



March 6, 2003

Mr. John Murray, State Director  
Farm and Small Business Management Programs  
MnSCU  
851 30<sup>th</sup> Avenue SE  
Rochester, MN 55901

Dear John:

Thank you for the opportunity to recognize the 50<sup>th</sup> Anniversary of the Farm Business Management program. It was my privilege to work with you, Odell Barduson, Dr. Persons and other dedicated agriculture education leaders in the administration of the FBM program at the Minnesota State Department of Education.

The untiring efforts of vocational agriculture educators in service to Minnesota farmers is commendable. Through your efforts farm businesses have grown, prospered and added great value to the Minnesota economy while supporting the family farm. My best wishes to MAAE and all its members on this important golden anniversary celebration.

Warmest Regards,

*Sharon*  
Sharon K. Grossbach, Ed.D.

Office of the President

900 Brooklyn Boulevard, Brooklyn Park, MN 55445 • (612) 550-2100 • Fax: (612) 550-2173



April 30, 2003

Mr. John Murray  
State Director  
Farm and Small Business Management Programs  
Rochester Community and Technical College  
851 30<sup>th</sup> Avenue SE  
Rochester, MN 55904-4999

Dear Mr. Murray:

On behalf of the faculty, staff and students of Rochester Community and Technical College, it is with great pleasure that I extend our congratulations to the Farm Business Management Program on your 50<sup>th</sup> year of service to Minnesotans.

Farm Business Management has always had a strong commitment to educational programs in Minnesota, providing quality education to farm owners, operators, and others interested in agriculture. The education, training and services provided to these individuals are exemplary. As director, I commend you for your hard work that ensures the program's long-term success.

"Thank you" for the years of pleasant association and best wishes for many more years of collaboration between Farm Business Management and Rochester Community and Technical College.

Sincerely,

*Don Supalla*  
Don Supalla  
President

jkk



*Don Supalla*

ROCHESTER COMMUNITY AND TECHNICAL COLLEGE

# Comment Corner

It's hard to believe that 50 years of my association with vocational education and the Minnesota Farm Management Program, both of which started in 1953 when I took my first teaching job in Sanborn, are now a part of history. My fondest memories include moving from high school programs with an added responsibility of starting a young farmers management program in New Ulm and finally moving into full-time adult farm management when Kermit Kleene retired. With the encouragement and guidance of Del Hodgkins, I witnessed the satisfaction and the joy of having made a difference in the lives of farm families with whom I had the privilege of working.

- Layton Peters, 1953-1985, former FBM instructor,  
Sanborn and New Ulm



Farm business management instruction, what a unique way to spend a lifetime as a teacher. I have taught farm management in the Blooming Prairie area from 1959 till the present, 32 at Blooming Prairie High School and 12 years as a private firm.

One of the most influential factors affecting the success of farm management instruction has been the ability and willingness of instructors to work together and cooperate on a local, state and national basis. As I came to Blooming Prairie, fresh out of college, Charles Painter, John Zwiebel, Truman Tilleraas and others came with offers to share classes, tours and advice. Through the years, I have been able to share in and often contribute to in-service workshops and exchange of ideas. This cooperative interaction among instructors influences our attitude and actions as we work with farm families.

- Gene Francis, former FBM instructor, Blooming Prairie

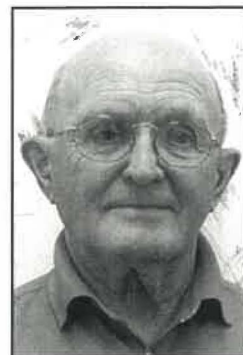


I think the Minnesota Farm Business Management (FBM) Program has one distinct feature that makes it stand out from most education at the adult level. This program has a teacher-developed combination of a teaching aid and diagnostic tool for our clients in education, that I believe is instrumental in the program's success. I am referring to the record analysis that is the core of the FBM educational program and the basis for the decision-making on many farm businesses.

One of the highlights in the development of the record analysis as a teaching tool would be the "Paul Bunyan" conferences. At these events farm management teachers from many states met for concentrated workshops that produced the tool, and the expertise in using this tool, as a basis for adult farmer education. It would be interesting to determine the number of decisions made each year where analysis data has had some effect on the outcome.

- Dennis Lehto, retired, FBM instructor,  
St. Cloud Technical College

For the years 1968 to 1984 I served as area vo-ag coordinator for northwest Minnesota. I had the privilege of working with a team of wonder workers who didn't realize this could be done, but recognized the value of teamwork. Our counterparts throughout the rest of the state shared our enthusiasm and ambition. A supporting partner, Dr. Ed Persons, provided patient (and impatient) guidelines and kept us from straying too far.



State support from Odell Barduson provided a canopy that allowed independent innovative thinking and supplied legislative support. For those of us involved during this time, it was a tremendous experience.

- Ed Sisler, Retired Area Ag Coordinator, Thief  
River Falls, MN



# State of Minnesota

Department of Education

St. Paul 1

3

October 20, 1954

Vocational Division  
Shubert Building  
488 Wabasha Street  
St. Paul 2, Minnesota

INSTITUTIONAL ON-FARM  
TRAINING PROGRAM

Mr. Charles Painter  
Vet. Instructor  
Austin, Minnesota

Dear Mr. Painter:

This is just a note to call your attention again to something that you already know. What you already know is that the requirement for the Public Law 346 program and the requirement for the Public Law 550 program calls for 100 hours of on-farm individual instruction and 200 hours of class instruction per year. On checking your Code IV-C-23 and your Code IV-C-58 it seems that in a number of cases your trainees are apparently not up to the standard that will assure them of accumulating the required number of hours during their current twelve months of training.

Now that your attention has been called to this problem it might be helpful if you would take some time in one of your class periods to discuss this requirement with the trainees. Let each trainee check his record to see where he is now and what he needs to do in order to have a clear record at the end of his twelve-month period. It might be helpful in keeping the record of each trainee up to schedule if the responsibility could be delegated to the trainees themselves. It would seem desirable that in cooperation with your class a plan could be developed whereby each trainee would be assured of having his required number of hours completed by the end of each twelve-month period. In cases of unusual situations it would be helpful if an explanatory note could be added to the report. For example, if your plan calls for low hours in summer to be made up by increased hours in winter a note indicating your plan would be helpful.

Any effort on your part to cut down delinquencies on these reports will be appreciated. Of course you know that the reports are due on or before the 10th of the month. Thanks a lot.

Sincerely yours,

A. M. Field  
Assistant State Supervisor  
Agriculture Education



Dr. Albert M. Field

*"Even in the beginning there  
were rules and regulations to follow."*



# CHALLENGES OF PROGRAM DEVELOPMENT

## *The History, Vision and Goals of the FBM Programs*

*By Odell T. Barduson, Retired State Supervisor Adult Education*

The period of time covered in this article involves the history and discussions made in the vocational education division of the State Department of Education July 1, 1966 to July 1, 1983. Our primary vision and goal for the Minnesota Farm Business Management (FBM) Program was to help each farm family have the tools to make management decisions for their business. Our second vision and goal was to reach 100 full-time farm management programs in schools to help more farms families attain their goals.

### **COMMITTEE OF 10 PROBLEM / ADVISORY COUNCIL**

A critical challenge occurred in reaching our goal of 100 programs when Commissioner of Vocational Education Robert Van Tries and his "Committee of 10" made the decision that the number of farm business management programs would be halted at 50. This of course raised a red flag in our second vision and our goal of 100 programs.

Realizing the impact of the Van Tries "Committee of 10" to halt the number of programs at 50, I made the decision to immediately officially register the first state farm management advisory council. Due to time restraints I hand picked the first advisory council. The purpose of the council was as follows:

1. Communications: Since farm management was starting to increase instructors in both adult farm management and veterans farm management, there was a need for a clear cut line of communications.

2. Solid Team Work: A team of

instructors, ag coordinators, the Ag Ed Department and myself were brought together.

3. Legitimate Power Base: There was a need to partner with the Minnesota legislature, farm organizations, ag industry and educational agencies.

### **PARTNERSHIPS**

Previous to this my boss, George Cochran, and Mr. Christianson (President of the Minnesota Farmers Union) had a great relationship and met periodically to review issues in agriculture. Cochran appointed me to work with Cy Carpenter, then vice president of the Farmers Union, to meet monthly and discuss agricultural education issues. Shortly after, Carpenter became president of the Farmers Union and I was appointed state supervisor of adult education.

### **MINNESOTA LEGISLATURE - VETERANS CO-OP PROGRAM**

In the 68th Minnesota Legislative Session in 1973, the possibility of a new veterans farm co-op training program came about. The authors of Senate File 1699 were senators Berg, Fitzsimmons and Olson and representatives Wendell Erickson, Carl Johnson and Andy Skaar. Carpenter hired Ralph Whiting from the Control Data Corporation to see what we could do to help veterans.

They both wanted to make sure no Minnesota farm veteran would be deprived of his earned benefits under the Veteran Readjustments Act of 1966 as amended. I explained we would use the FBM model to assure

each veteran the most cost benefit program possible for both veteran and taxpayer in Minnesota. The Veterans Farm Co-op bill passed in the legislature without a dissenting vote.

We had two hitches occur in the veterans program. The first was on the state level when I met with Roger Moe to iron out a problem. The second occurred in Washington D.C.: F.B. Daniels of the Farmers Union and I appeared before Rep. Oberstar's committee to help clean up some language concerning eligibility. We had been called to Washington, as Minnesota had more programs (90) than all the other states combined.

To implement the new bill, I hired Mr. Whiting to do "Management By Objective" seminars at each of the coordinators or regional deans' area meetings. We used the farm management model and had an analysis for each veteran. We asked each instructor to help us locate 90 potential instructors for the adult veterans co-op management programs.

The Veteran Co-op Management Program was a financial bonanza for each of the 5,800 plus veterans and the taxpayers of Minnesota. The GI Bill brought in over \$50,000,000 in subsistent payments to Minnesota veterans and indirectly to Minnesota taxpayers.

The next few years we worked diligently and effectively as a farm management team of Dr. Persons, instructors, Ag Advisory Council, Minnesota Farmers Union, regional

*Continued on next page*

deans, Minnesota legislators, administrators and myself.

### **VOCATIONAL - EDUCATION PROBLEMS**

Then two events occurred:

- I was called into my immediate boss's office where his boss was also present. They told me I was to terminate two regional deans. Furthermore, they said these two would be from Jackson and Staples. I stood firm and told them that with the current workload I refused to terminate the two positions. To this day we still have six regional deans in lieu of four.
- The second event was related to capping the farm management programs at 50. The metro administrators looking at the total adult vocational education budget, saw it heavily loaded with adult and veteran farm management programs. They said the whole metro area needed its share of the money. This was a big concern of mine. I needed outside support to try and increase our budget, let alone keep our budget from being taken away.

### **NORMAL PROGRESS - VETERANS PROGRAM EXPLOSION**

Farm business management expanded at a steady trend between 1966-1973. With the advent of the Veterans Co-op program July 1, 1973, the programs expanded rapidly with the transition of the 90 veterans programs into the regular adult FBM programs. FBM expanded from 20-plus full-time programs in 1967 to 100 programs by July 1, 1983.

### **WORKSHOPS**

In order to keep our programs valid, progressive and successful, six major statewide workshops and/or courses were implemented. They were designed to be instructive and to help farm families become more productive.

The first statewide workshop was conducted by Dr. Persons. It was a comprehensive four-day session adding quality control to the farm business management program.

The second program was conducted by our expert on "management by objectives," Mr. Whiting. It integrated farm management with the

veterans co-op program (and was also a marketing effort).

The third set of annual workshops was for the regional deans. The deans developed the content to meet the concerns of the programs in their geographic area of the state.

The fourth statewide sessions were held in September 1982. The primary function presented an updated plan for FBM put together by Persons, myself, regional dean John Thell, and Jim Kastanek, chairman of the adult advisory committee.

The fifth event was conducted by Dr. Persons. The course (Ag Ed 5052) was an advanced class, which provided for on-site visits.

The sixth set of meetings had a huge effect on the future of farm management. The impact of computerizing our programs put us into the next century. Dave Bakken, an instructor from Barnesville, was hired to make a presentation to the State Board of Vocational Education. The board asked us to pursue this type of program with all of our programs. Specific benefits were:

1. Increase management instruction by 20 percent.
2. Decrease the stress on instructors by 20 percent.
3. Increase the enrollment by 20 percent. ■

### **SUMMARY**

A brief summary of the key factors in the development and expansion of the FBM program to reach more farm families in Minnesota were:

1. Passage of the Veterans Co-op program by Minnesota legislature in 1973.
2. Our vision and goal to have 100 full-time programs.
3. A firm stand taken on keeping six regional deans.
4. Partnership development with Cy Carpenter, Farmers Union; Russ Bjorhus, Farmers Home Administration; Glynnis Jones and Wayne Marzolf, State Department of Agriculture; Vern Ingvalson, Farm Bureau; Glenn Kiecker, Minnesota Alcohol Fuel Association; Dr. Brown, University Extension Agency.
5. Dr. Persons, University of Minnesota enriched the curriculum and analysis of FBM.
6. The formation and use of the Farm Management Advisory Council.
7. Statewide workshops.
8. New updated management plan developed by the entire team.
9. Computerization of farm business management programs.

These are the things I saw accomplished by the end of my time as state supervisor of these programs on July 1, 1983.

Stanley D. Sahlstrom  
Regent Emeritus  
University of Minnesota  
913 Forest Drive  
St. Cloud, MN 56303  
(320) 253-7847

January 30, 2003

John Murray, State Director  
Farm and Small Business Management Programs  
Minnesota State Colleges and Universities  
500 World Trade Center  
30 East Seventh Street  
St. Paul, MN 55101

Dear John:

Congratulations on achieving the milestone of 50 years of service to agriculture in Minnesota through the Farm Business Management program. That is a date that is a tribute to the service rendered by your various colleagues throughout the state, and is worthy of celebration.

It has been my pleasure to witness the entire period the program has been in existence and I join in congratulating you and all your colleagues on this remarkable achievement.

Very sincerely yours,

*S. D. Sahlstrom*  
S. D. Sahlstrom  
Regent Emeritus



S.D. Sahlstrom

UNIVERSITY OF MINNESOTA  
**Extension**  
SERVICE

Office of the Dean  
and Director

240 Coffey Hall  
1420 Eckles Avenue  
St. Paul, MN 55108-6070

PHONE  
(612) 625-1333

Congratulations to the Minnesota FBM Program for 50 years of exemplary service to the farmer of the state of Minnesota. I want you to know that I deeply value the role of the University of Minnesota Extension Service and the organizations that have existed over these many years between our organizations. On an individual level, we value our relationships, past and present, between your many dedicated FBM instructors and Extension educators. We look forward to many more years of cooperation in our mutual goals of assisting and providing educational programs for Minnesota agriculture.

Charles H. Casey D.V.M.  
Dean and Director  
University of Minnesota Extension Service

UNIVERSITY OF MINNESOTA  
**Extension**  
SERVICE

CENTER FOR FARM  
FINANCIAL MANAGEMENT

April 1, 2003

Department of Applied Economics  
130 Classroom Office Building  
1994 Buford Avenue  
St. Paul, MN 55108-6040

PHONE  
(612) 625-1964

FAX  
(612) 625-3105

EMAIL  
cffm@uma.edu

WEB  
www.extension.umn.edu  
www.cffm.umn.edu

John Murray  
State Director of Management Programs  
University Center - Rochester  
851 30th Ave. SE  
Rochester, MN 55904

Dear Mr. Murray,

On behalf of the Center for Farm Financial Management at the University of Minnesota, I offer congratulations to the MNSCU Farm Business Management program on its golden anniversary. During the past 50 years we have seen stunning changes in the tools we use in farm management -- from the pencil, to the calculator, to the computer.

Our Center's first involvement with the MNSCU Farm Business Management program began in the mid 1980's, about the time our Center was created. It was at the first round of FINPACK training with the new "portable" computers -- back then, the concept of portable came in around 25 pounds. During the years that followed, we have seen many new computers and many new versions of FINPACK.

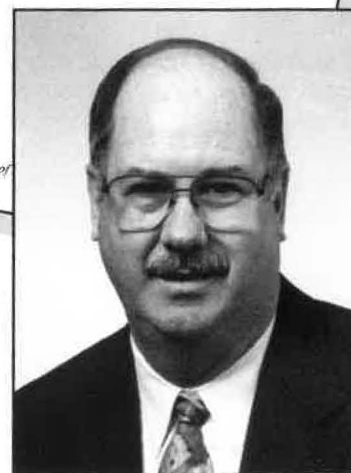
As I think about all the things that have changed in the 20 years since that first session, there is one thing that has remained constant. The people that make up the Farm Business Management program are knowledgeable, hard-working, and dedicated to providing the producers of Minnesota the best education possible.

John, I wish the Farm Business Management program the best as it embarks on its next 50 years.

Best regards,

*Robert H. Craven*

Robert H. Craven  
Director, Center for Farm Financial Management  
Extension Economist, Farm Management



Charles H. Casey

Mr. John Murray, Director  
Farm and Small Business Management Programs  
Rochester Community and Technical College  
851 30<sup>th</sup> Ave S.E.  
Rochester, MN 55904-4999



Dear John:

I recall sitting in Milo Peterson's class on adult education in agriculture, Ag Ed 104, when he introduced Lauren Granger and the new "Cooperative Farm Management Program." I don't think I, or any of my classmates, were very impressed. After all, there were already hundreds of things going on in Vo-Ag classrooms we didn't feel very confident about directing. This was one more. We didn't share the vision! We couldn't grasp the significance of that event since we had no evidence; only somebody's dream. There were no instructor role models, no model programs and no chance to query participants about their benefits and insights. In short, we were not very good at interpreting dreams.

Had someone said "Listen up, Ed! This will become your life's work!" Milo and Lauren may have captured my attention. Nobody spoke.

Almost by accident I became a believer. It took a year of total immersion as a veterans IOFT instructor followed by two years becoming a veteran through military service before the ideas expressed in Milo's class started to make sense. A few years in the high school classroom following service in the army provided the opportunity to try out some of those adult education theories with farmers in the Hoffman area. We came back after retirement to live here drawn in part by the memories of the good people with whom we worked in the Farm Management program.

Later I was fortunate to be able to play a role in the dissemination of the farm management program across the country. It was an honor to be able to help prepare teachers from other states to initiate this "new" concept of agricultural education for adults in their home communities. When I served as head of agricultural education at the University of Minnesota (6/15/84 - 12/31/96), nothing gave me more pleasure than introducing Farm Management education to new groups.

Having been involved with FBM from its inception through its entire 50 years of growth, I have had a lot of time to reflect on what made it successful. Three things stand out in my mind as keys to success. First, the leadership in the Agricultural Education unit at the University of Minnesota made it a high priority item in teacher education and provided constant reinforcement through research of the early vision of what the program could accomplish.

Second, the state agency provided key leaders to steer the program down a clear, unwavering path, always with the purpose of the program clearly in mind. Doing the behind the scenes work with administrators and with the legislature was a key element in survival and growth. Without the persistence and tenacity of George Cochran, Odell Barduson and now John Murray, the program would have slid quietly into oblivion.

Thirdly, the system of agricultural coordinators, now Regional Deans, was a brilliant foresight of the early planners. This coordination system provides the glue that holds the pieces together.

In retrospect, these three elements— a University commitment to program support and teacher education; a state director who can manage the program within the administrative and policy making bodies; and a system of regional coordination and leadership— are the keys to success.

Fifty years!! FBM should revel in the accomplishments of this half-century of consistent and dedicated service to agricultural producers. It is a rather amazing feat! I am pleased to have been apart of it.

Sincerely,

Dr. Edgar Persons  
Professor Emeritus  
U.of.M.

# UNIVERSITY OF MINNESOTA

Twin Cities Campus

Division of Agricultural, Food and Environmental Education  
Department of Work, Community, and Family Education  
College of Education and Human Development  
Department of Rhetoric  
College of Agricultural, Food and Environmental Sciences

Room 320  
1954 Buford Avenue  
St. Paul, MN 55108-6197  
612-624-2221  
Fax: 612-625-2798

February 13, 2003

Mr. John Murray  
851 30<sup>th</sup> Ave SE  
Rochester MN 55901

Dear John:

It is a real honor to share some thoughts regarding the Farm Business Management Education program on the occasion of its 50 year golden anniversary. I'm not sure Dr. Milo Peterson and all of those who developed this program had the vision that this program would continue and be a healthy educational endeavor 50 years later. I am very proud that this program emerged from the University of Minnesota and the Agricultural Education Department.

Clearly, the Farm Business Management program has remained true to many of its founding principles. The early developers would still recognize the basic concepts and purposes. The methodology may have changed and the management of data may be more extensive, but producers still have access to data on their farms as well as comparisons to others. In my view, this is due to the unique abilities of many of the leaders in the Agricultural Education program at the University of Minnesota. I am confident A. M. Field drilled into the minds of his hundreds of graduates, as well as faculty, the importance of building a program around the needs of each individual student in a community. I can still hear many "old-timers" who were his students talk about "taking the student from where he is to where he ought to be!" I think that belief still prevails today and must have guided Dr. Milo Peterson and the early farm management education program in framing this work. The idea of an educational program focused on individual needs, serving those needs and creating success marks the Farm Business Management Education program. From the research efforts conducted by University of Minnesota faculty on the effectiveness of this program, it is clear that those enrolled in the Farm Business Management program are rewarded financially for participating. This is a program that truly makes a difference in the lives of the students it serves.

Just to reminisce a bit about the 94-year history of the Agricultural Education Department at the University of Minnesota, the following served as Chairs:

D. Mayne	1909-1912	3 years
A. V. Storm	1912-1934	22 years
A. M. Field	1934-1948	14 years
* Milo Peterson	1948-1970	22 years
R. Paul Marvin	1970-1984	14 years
Edgar Persons	1984-1996	12 years
Roland Peterson	1997-present	6 years

\* Beginning of the Farm Business Management Education program



*Roland Peterson*

er the 94 years from a Department in the and, recently, back to a Division in both d the College of Agricultural, Food and large and confusion, the Farm Business continued as a very viable component of Agricultural

Congratulations, Farm Management Education, you've stayed true to the founding principles. As a result, Minnesota leads the nation in Farm Business Management Education. We are really #1 with no competition! Can anyone name another state that has provided leadership and has a group of 100-plus teachers working to improve the well being of agricultural commodity producers? When I think of my responsibilities as an Agricultural Education teacher 40-plus years ago, we were required to teach high school courses, advise the FFA, coordinate a supervised practice program for every student, plus teach at least two 10-week adult classes. It was soon evident that unless an adult program was anchored in Farm Business Management it really only touched on issues and never addressed the bottom line of farm management. Thank goodness Minnesota Agricultural Educators saw the light and provided national leadership that addressed the real need to anchor adult education around the Farm Business Management program.

We have a 50-year legacy...let's go for 50 more!

Sincerely,

Roland Peterson  
Professor  
Head, Agricultural, Food and Environmental Education  
Chair, Department of Work, Community and Family Education

# Now & Then

---

## FBM



MAELC member John Murray helps distribute drawing tickets at the FFA Children's Barnyard as part of the "Meat-time with MAELC" grocery give-away promotion.  
(Photo courtesy of "Ag in Action," fall 2000.)



Monsato Tour of the Kenyon High School Farm Management Corn Chemical Test Plot.  
(Photo courtesy of "The Ag Man," fall edition, October 1978.)



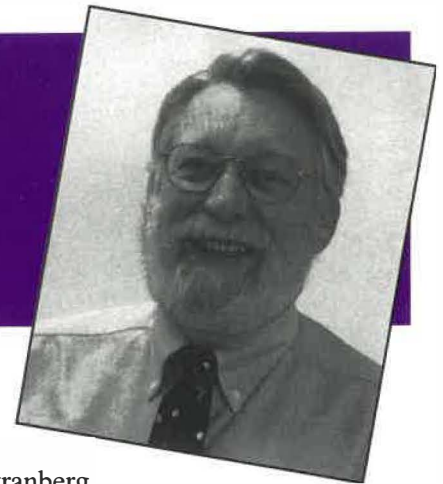
Layton Peters of New Ulm Displaying the "Teacher of the Year" trophy for 1978. Making the presentation from Cargill was Don Ketcham. President Willson is shown offering his congratulations to Layton.  
(Photo courtesy of "The Ag Man," fall edition, October 1978.)



Incoming MVAIA President Dennis Schroeder and Sen. Jim Vickerman discuss the 1998 Legislative Session.  
(Photo courtesy of "Ag in Action," spring 1998.)

# PROFESSIONAL LEADERSHIP

by Denny Jackson, Dean of Agribusiness and Management Education  
South Central Technical College, Mankato



Over the years, a multitude of farm business management teachers have exhibited their professionalism by stepping forward into leadership positions.

Farm Business Management (FBM) provides a unique opportunity for teachers who wish to actively participate in a leadership role because the teachers' schedules aren't as rigid as those of traditional classroom teachers.

Management teachers have the flexibility to schedule professional time into their calendars, allowing them to participate in meetings, visit with legislators and carry on the various responsibilities of their professional leadership positions.

In addition, all of the regional deans that supervise FBM teachers have been professionally active.

Many of the former, and half of the current deans, have served as president of the Minnesota Association of Agricultural Educators (MAAE), so they recognize the importance and encourage professional leadership amongst their faculties.

Despite the opportunities and the encouragement to accept professional leadership roles, the real incentive to be professionally active must and has always come from the FBM teachers themselves.

Schedules may be flexible and administrators may be supportive, but the regular teaching responsibilities must still be accomplished. FBM teachers have demonstrated their willingness to serve their students, their schools, their communities and their profession.

A review of the list of past presidents of the MAAE includes at least 25 state association presidents who have been FBM teachers.

Each could probably relate the major issues that were the focus of their tenure in office. Some of those issues were management education oriented and others were not.

FBM teachers, many of whom are former ag-ed teachers and FFA advisors, have represented the entire agricultural education profession, regardless of the issues confronting the ag-ed profession.

Three Minnesota agricultural education teachers, all of them FBM teachers, have served as President of the National Association of Agricultural Educators (NAAE).

John Murray (1975-76), Layton Peters (1981-82) and Denny Jackson (1991-92) were elected by their peers to serve the national organization.

This amounted to a five-year commitment when one includes the terms of regional vice president and either president-elect or past president.

Each had to demonstrate an understanding of and an interest in the entire scope of agricultural education to be elected and to successfully carry out the duties of national leadership.

Despite the comprehensive responsibilities to ag-ed and to the National FFA, PAS and young farmer organizations that this position required, each of them took the opportunity to educate their peers about the unique FBM education program in Minnesota.

Another Minnesota farm management teacher, Chuck

Stranberg, served a three-year term (1999-2002) as NAAE vice president of Region III.

A number of Minnesota farm business management teachers have represented their profession in other national leadership capacities.

With the exception of one three-year term, every adult agriculture program representative on the National Council for Agricultural Education has been an FBM teacher from Minnesota. Vic Richardson served a one-year term on the ad hoc committee that initially developed the council.

Those appointed to succeeding representative terms included Denny Jackson, Gene Francis, Jim Kelm, Bob Roesler and Gary Thome. All have promoted the focus that farm business management represents, compared to the generalist approach of traditional adult education in agriculture programs.

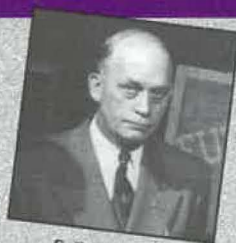
How fortunate for our state that Minnesota FBM teachers view themselves as ag teachers first, and then as teachers in the specialized area of business management.

The entire scope of agricultural education in Minnesota from K-12 through post secondary to adult has benefited from the comprehensive message that the MAAE has carried to legislators and other policy makers of Minnesota, thanks in large part to the professional leadership of FBM teachers. ■

## Farm Business Management Program

celebrating fifty years  
and looking forward

# FIFTY YEARS



G. R. COCHEAN

AGRICULTURE EDUCATOR MILO J. PETERSON 1910-1981

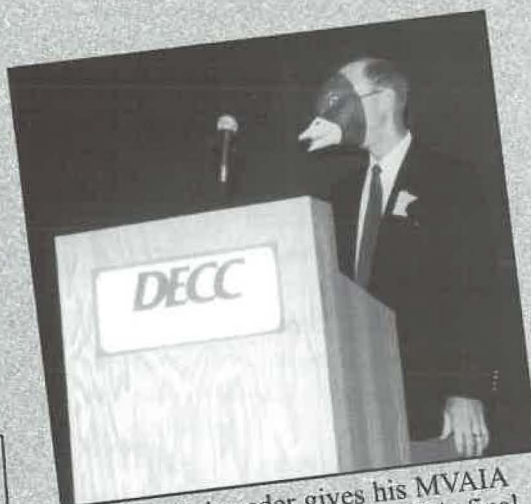


## TEACHING ADULTS



1959

C. A. "Cap" Anderson is a graduate of the University of Minnesota and has done 3 years of his graduate work. He has taught Vo-Ag at Sandstone, International Falls and Little Fork. He was County Superintendent of Schools during World War II. He is at present with the State Department of Education as Veterans and Vo-Ag Supervisor. He is former president of the MVAIA.



Dennis's Schroeder gives his MVAIA president's farewell address: "his final flight." (1999)

## SPOTLIGHT ON...

The Minnesota Farm Business Management (PEP) Professional Excellence Program ..... Targeting for Success!



1981-82 Minnesota Vocational Agriculture instructors Association officers: (front, left) Past President Frank Quam, Rochester; President Frank Stuckey, New Ulm; President-Elect Vern Spengler, Thief River Falls; (back, left) Vic Richardson, Vice President, Owatonna; Jim Ouverson, Luverne, Membership Secretary; Dennis Jackson, Treasurer, Mankato; Ron Sommers, Secretary, Faribault.



1978

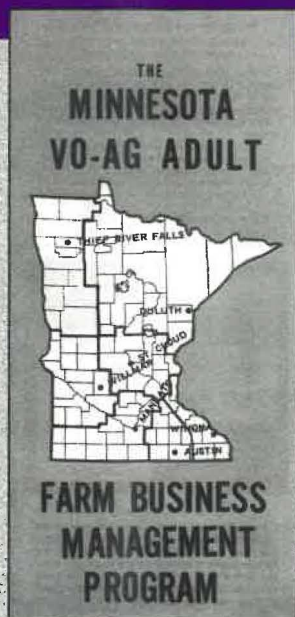
### Farm Building Construction at Granite Falls A.V.T.I.

By Production Ag. Instructors

Part of the curriculum for Farm Business Operation and Management Program at the Granite Falls A.V.T.I. is Farm Building Construction. This is the fourth quarter of a seven quarter, two year program. Our objectives are to give the students training in building design, material selection, material cost, and construction procedures. The end result of this quarter is the construction of a farm building for an area farmer. Usually our summer projects are pole barns. These are popular and it is easy to find a farmer willing to have one constructed on his property.

# & Looking Forward

## 1953-2003



SENATE  
STATE OF MINNESOTA  
SIXTY-EIGHTH LEGISLATURE S. F. NO. 1699 925

Introduced by Berg, Fitzsimmons and Olson, M. D.  
Read first time Apr. 7, 1973, and Referred to  
the Committee on Education.  
the Committee on Finance.  
Committee Report Adopted Apr. 2, 1973.  
Committee Recommendation: To Pass as Amended.  
Committee Report Adopted May 10, 1973.  
Read second time May 10, 1973.

A bill for an act  
relating to education; veteran farmer appropriation to a  
cooperative training program;  
appropriating money,  
effective plus -

1  
2  
3  
4  
5 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:  
6  
7 Section 1. The state board of education shall foster  
8 and support educational programs for the benefit of veterans  
9 to assure that no Minnesotan shall be deprived of his earned  
10 veterans benefits by virtue of the unavailability of  
11 programs for which the veteran is entitled to enroll and  
12 receive subsistence, tuition, and other benefits under  
13 federal programs. It shall be the responsibility of the  
14 state board to secure the demand for veterans service  
15 educational programs based on the criteria mandated by  
16 federal veterans benefits laws and to authorize, promote,  
17 and make grants within appropriated amounts to assure such  
program availability.



Dennis Schroeder teaches a class on tools for farm business. (2002)

## Inflation, increasing costs plow into farm income



Second in a series

By Warren Wolfe  
Staff Writer

Madell, Minn.

"Farming last year was like fighting off a wolf pack," the grizzled hog farmer grumbled as he poked down a second big sticky bun they serve at Paul's Cafe.

"You'd start to just about grain transportation problems and inflation acted up. So you'd try to cut expenses to deal with inflation and the

grain prices went to hell," he said during a farmers' bull session at the cafe.

By any measure, the snapping teeth of inflation, sharpened by problems with transportation and commodity prices, bit deeply into the Minnesota farm economy last year, a computer analysis of 2,178 farm records shows.

After-tax income of the average Minnesota farmer fell 24 percent last year to \$24,794, according to the records of farmers enrolled in the Farm Business Management Program

throughout the state.

That doesn't sound like a bad paycheck until you consider that it must support the farm family, pay debts and buy any expansion of the business. What's left can go into savings.

In addition, the year-to-year changes — which show that farm income last year was the third highest in the past eight years — don't take inflation fully into account.

One dollar of 1979 income simply doesn't buy as much as one 1978 dol-

lar did. While his 1979 paycheck fell by 24 percent, the farmer's buying power actually fell by 33 percent, the income figures show when they're adjusted for inflation.

The farm records, compiled by vocational education instructors in six districts of the state, show that the average Minnesota farmer spent \$31,173 to produce crops and livestock in 1979, up 25 percent from 1978. But his gross sales were up only 15 percent to \$104,973.

Farming continued on page 4A



A picture from an FBM brochure found in the archives. It was under the caption "on-farm consultation and instruction."

### Farm family goes whole hog with computer



MVAIA officers (from left) Mike Cullen and Odell Barduson leave office, while Leo Maattala and Frank Dalke take the reigns. (apprx. 1956)

# 1953-2003

## Farm Business Management Program

celebrating fifty years  
and looking forward

Crops Raised	Acreage	Total Production	Average yield for all farms in this report		Average Needed with Average yields
Oats	30	1800	divided by 34.1	equals	53
Corn	40	1900	divided by 47.0	equals	40
Alfalfa	50	144.3	divided by 2.4	equals	60
	120				153

## LET FARMERS TEACH FARM MANAGEMENT

HARRY PEIRCE, JR.

Adult Education Instructor, Winona High School, Winona, Minnesota



Nancy Lee lost plenty of money in her first year of farming, but she is optimistic enough to plan on building an addition to her hog barn. (Minneapolis Tribune, 1980)

## Adult Farm Management



Edgar Persons, Research Fellow, U of M (1966)



About half of the Minnesota farmers who are enrolled in farm management programs in vo-ag departments will have their farm business accounts summarized this year with the aid of electronic computers. This system is now being used by the Area Vocational School at Austin, Mankato, Duluth and Winona.

While pride may be taken in successful adaptation of computers to the problems of farm record analysis and summarization, that pride soon grows dim with good answers to the question, "So what?" The purpose of this article is to point to some of the future uses of the electronic record analysis system and provoke some thought concerning ways in which new information can most profitably be used in agricultural education to improve farm businesses in Minnesota.

## The A.V.T.I. Page

### THERE'S MORE TO THIS PROGRAM THAN JUST BOOK WORK

The Staples Irrigation Center is a unique education tool for Post Secondary, Adult and Veterans Farm Management. The school owned 320 acre demonstration and research farm is organized to help farmers, prospective irrigators, irrigators, specialty crop farmers and area agribusinessmen interpret new technologies in Agriculture in Central Minnesota. It is the only farm of its kind in the State.

The Irrigation Center is home for the Post Secondary Ag. Production and Irrigation Class. The students learn to use the equipment and help run the eight different types of irrigation systems on the farm. They work first hand with U of M researchers who do plot work on the farm. For those students who have not had the opportunity to operate farm equipment, the course is just what they need. Here the students get practical experience by operating the equipment right outside the door. Tillage trials, variety trials, and herbicide trials are run as a part of the Ag Production class.

Specialty crop production is another unique part of the course. The Irrigation Center complements this by its research on asparagus, strawberries, raspberries, blueberries and shallots.

The Adult Farm Management programs and Vets Ag. class are run at the Staples Irrigation Center. Special seminars, tours, and demonstrations are set up to instruct the cooperating farmers in these classes.



It is hard to estimate how beneficial the Irrigation Center is. It's a recruiting tool you can't beat. Through special meetings and field days we gain exposure and publicity. The center is growing in students, cooperating farmers, and personnel.

Our meetings for 1980 are:  
Jan. 30 - Adult Farm Clinic 10-3  
Feb. 13 - Winter Crop Forum 10-3  
Mar. 10 - Asparagus Growers Clinic 9-4  
July 11 - Energy Field Day 1-6  
July 24 - Horticulture Day 9:30-3  
Aug. 14 - Irrigation Field Day

Gordon Jindra receives an Outstanding Service Award. (2002)



## GETTING ACQUAINTED



Edgar Persons  
1959



John Thell  
1959

# & Looking Forward

## Minnesota farm income

### Farm-management districts



### Return on capital and family labor

Districts	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983
Northwest	\$93,937	\$21,106	\$9,069	\$16,479	\$8,360	\$24,484	\$22,952	\$22,456	\$12,272	\$5,049	\$12,438
Northeast	15,981	2,704	8,047	3,098	8,884	20,235	18,851	22,640	9,337	12,302	10,018
East Central	23,815	13,468	11,359	11,420							
West Central	42,042	23,918	11,044	6,190	21,085	29,911	27,952	35,545	10,828	18,018	18,599
South Central	50,699	38,150	18,570	20,920	20,423	39,180	29,655	40,243	1,248	17,893	21,798
East South Central	45,236	27,242	15,540	17,951	23,238						
Southeast	35,205	21,829	17,842	22,743	14,478	38,174	26,125	32,836	8,383	11,892	17,952
Southwest	53,768	23,378	22,378	11,698	23,442	49,028	21,102	88,817	3,362	20,969	13,419
State	86,988	20,781	12,814	13,908	17,818	39,234	24,818	32,295	8,043	14,237	16,048
Real income**	16,453	10,287	5,920	7,598	10,654	21,768	18,988	25,707	7,843	13,795	18,048

\* Districts were absorbed in adjacent districts

\*\* Previous years are deflated by U.S. all-urban, all-item consumer price index, and are expressed in 1983 dollars

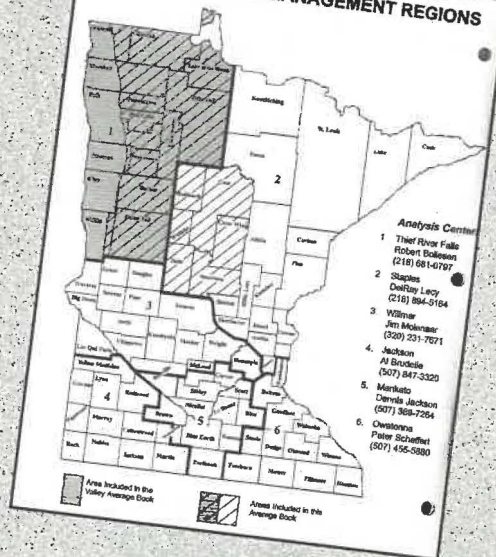
Source: Computerized records of 1,863 Minnesota farmers

(Excerpt) of Remarks by Minnesota Agricultural Commissioner, Robert B. Carlson, at Minnesota Agricultural Convention, October 17, 1980, Pick Niceties Hotel, Minneapolis. "I'm sure all of us realize that the many changes we have experienced in the 90's will likely not make it to the 70's. Contrary to what's



CHARLES PAINTER

### FARM BUSINESS MANAGEMENT REGIONS



JOHN MURRAY SELECTED AS ONE OF TEN OUTSTANDING YOUNG MEN BY JAYCEES



Odell Barduen, with Millard Gundlach, NVAIA president. Mr. Barduen, a 31 year man from Fenimore, Wisconsin, is in the Field of Farm Management. He has seven instructors under him.

## Rural depression putting Minnesota farms on brink



Post-Secondary All-Star Award (Martin Co. Farm Business Management Program). At left: Cliff Vrieze, Lary Griffin, Bob Roesler. (2001)



# Minnesota Association for Career and Technical Education

Affiliated with the Association for Career and Technical Education

March 1, 2003

Mr. John Murray  
State Director  
Farm Business Management Education Program  
Minnesota State Colleges and Universities  
500 World Trade Center  
St. Paul, Minnesota 55101

Dear Mr. Murray and FBM Colleagues;

Happy Fiftieth!

Congratulations on fifty years of accomplishment, growth, quality, and most of all continuity. Your program began and continues to this day, because of its innovative nature of being "just in time" individualized instruction based upon real life in real time.

The Minnesota and American Career and Technical Education Association is honored to present the "Minnesota FBM Program Merit" at our Las Vegas Convention is December 2003.

The members of the Minnesota Association of Career and Technical Education as well as all Career and Technical Education instructors in Minnesota for their past and future education.

Congratulations!

  
Cliff Vrieze  
President  
MnACTE



Cliff Vrieze



## Minnesota Association of Agricultural Educators

Jerry Schoenfeld, Executive Director

2600 Eagan Woods Drive, Suite 200  
Eagan, Minnesota 55121  
(651) 686-6458

Mr. John Murray, State Director  
Farm and Small Business Management Programs  
Minnesota State Colleges and Universities

March 1, 2003

Dear Instructors of Farm Business Management,

On behalf of the membership of the Minnesota Association of Agricultural Educators, it is my privilege to extend a message of congratulations to all of the present and past instructors of Farm Business Management on this the 50th anniversary of providing quality education to thousands of Minnesota farm families.

We, as a professional education association, fully appreciate the value and impact that farm business management instructors and their programs have brought to Minnesota agriculture education and our state's communities since 1953. The Farm Business Management Education Programs through the local school districts and the Minnesota State Colleges and Universities have had a fifty year impact on the Minnesota agriculture industry. We are confident that this management education program has the vision, values, and goals that will sustain it into the future.

Today, and throughout this golden anniversary year, the MAAE membership would like to recognize and thank those programs and instructors who have truly made a difference in the lives of Minnesota farm families.

Congratulations and sincere thanks on a job well done!



Michael Pagel  
President  
MAAE



Michael Pagel



*Pat Plonski*



## Minnesota Agricultural Education Leadership Council

1954 Buford Ave., Room 320, St. Paul, MN 55108-6197 (612) 624-6256 fax: (612) 625-2798

### Executive Director

Patrick J. Plonski

### Co-Chairs

Dallas Sams  
State Senator

Elaine Harder  
State Representative

### Board Members

Steve Dille  
State Senator

Charles Funk  
Governor's Appointment

John Hobert  
President, MAAE

Amy Janke-Sobieski  
Minnesota Department of  
Agriculture

Al Krysan  
FFA Foundation

Gary Kubly  
State Representative

John Murray  
Minnesota State Colleges and  
Universities (MnSCU)

Charles Muscoplat, Dean  
College of Agricultural, Food &  
Environmental Sciences,  
U of M

Bob Ness  
State Representative

Mike Pagel  
President-Elect, MAAE

Roland Peterson, Head  
Division of Agricultural, Food &  
Environmental Education,  
U of M

Stan Sahlstrom  
Governor's Appointment

Dan Smith  
Minnesota Dept. of Children,  
Families, and Learning

LeRoy Stumpf  
State Senator

February 26, 2003

### Minnesota State Colleges and Universities Farm Business Management Program

#### To Whom It May Concern:

I would like to take this opportunity to congratulate the entire Minnesota Farm Business Management community on the occasion of the 50<sup>th</sup> anniversary of this outstanding organization. The dedicated service of Minnesota's FBM instructors over the years stands as a tribute to the professionalism and training of the people who have implemented these programs.

I have had the opportunity to work with Minnesota's FBM programs and instructors for a number of years. I was privileged to work at the Minnesota Legislature from 1987-1998 with the House Agriculture Committee. As such, I interacted with policy-makers and many of the outstanding FBM professionals working on the front lines to provide educational programs to farmers. Many legislators and I were always impressed with the level of expertise reliably exhibited by FBM instructors.

FBM instructors and managers were also critical in providing the vision for the establishment of the Minnesota Agricultural Education Leadership Council in 1997. As Executive Director of the MAELC Council, I have had the opportunity to interact with FBM instructors on numerous occasions. I have witnessed firsthand FBM instructors in all cases exhibiting leadership and a wealth of creative ideas for the improvement of agricultural education in Minnesota. In fact, the successes of the MAELC Council and its agenda for the improvement of agricultural education in Minnesota are due in no small part to the leadership of FBM personnel.

I have enjoyed the opportunity to work with many FBM instructors over the years. Please accept my congratulations on this the 50th anniversary of the Minnesota FBM program. Wishing the entire FBM family all the best in the future, I remain,

Sincerely,

*Pat Plonski*  
Pat Plonski  
Executive Director

<http://www.maelc.state.mn.us>  
E-mail: [pplonski@umn.edu](mailto:pplonski@umn.edu)



Scott M. Taylor



**NATIONAL  
BUSINESS  
EDUCATION**

...Teachers delivering knowledge that

March 20, 2003

Sent By: Jim Kelm

Sent To: John Murray

Subject: Congratulations

Congratulations to the Minnesota Farm Business Management Program on its 50<sup>th</sup> anniversary. Minnesota FBM is the model that many of the Farm and Ranch Management Programs in our member states used to start their programs. The farm and ranch analysis process and the instructional delivery of farm and ranch education have their roots in Minnesota.

Minnesota FBM is also the foundation for NFRBMEA. The first national conference was held in Faribault, MN over 30 years ago. Dr. Ed Persons and Ralph Palen were the hosts and we have had successful conferences ever since. Minnesota instructors have hosted many of these meetings over the past 30 years.

Minnesota has contributed many of the pioneers and leaders in FBM and Adult Education. I can't begin to count the number of NFRBMEA Board members who have come from the ranks of Minnesota FBM educators. Minnesota has also contributed most of the Adult Education representatives to the National Council of Ag Education.

Thanks to the leadership of Minnesota FBM educators thousands of farmers and ranchers across the country have been helped with financial and production management education.

Congratulations.

**Faribault Campus**  
1225 Third Street SW  
Faribault, MN 55021-5782  
507-334-3965  
1-800-422-0391 (MN)  
FAX 507-332-5888  
TTY 507-332-5866



**North Mankato/Mankato Campus**  
1920 Lee Boulevard  
P.O. Box 1920  
N. Mankato, MN 56002-1920  
507-389-7200  
1-800-722-9359 (MN)  
FAX 507-388-9951  
TTY 507-389-7200


Mr. John Murray  
State Director  
Farm and Small Business Management Programs  
851 30<sup>th</sup> Ave SE  
Rochester, MN 55901

Dear John,

A Farm Business Management Instructor was interviewing a prospective student. "Why have you chosen this career?" he asked. "I dream of making a million dollars in dairy farming, like my father," the farmer replied. "Your father made a million dollars in dairy farming?" echoed the impressed FBM instructor. "No," replied the applicant. "But he always dreamed of it."

Congratulations to the Farm Business Management Program on 50 years of success in helping farmers make their dreams come true.

Sincerely,

  
Scott M. Taylor, Ed.D.  
President

Minnesota Association of Small Business Management Instructors

HARRY FLOOD BYRD, VA., CHAIRMAN  
ROBERT S. KERR, OKLA.  
RUSSELL B. LONG, LA.  
GEORGE A. SMATHERS, FLA.  
CLINTON P. ANDERSON, N. MEX.  
PAUL H. DOUGLAS, ILL.  
ALBERT GORE, TENN.  
HERMAN E. TALMADGE, GA.  
EUGENE J. MC CARTHY, MINN.  
VANCE HARTKE, IND.  
J. W. FULBRIGHT, ARK.

JOHN J. WILLIAMS, DEL.  
FRANK CARLSON, KANS.  
WALLACE F. BENNETT, UTAH  
JOHN MARSHALL BUTLER, MD.  
CARL T. CURTIS, NEBR.  
THRUSTON B. MORTON, KY.

## United States Senate

COMMITTEE ON FINANCE

October 22, 1963

ELIZABETH B. SPRINGER, CHIEF CLERK

Mr. Charles M. Painter  
Area Vo-Ag Coordinator  
Austin Area Vocational Technical School  
Austin, Minnesota

Dear Mr. Painter:

Thank you for your letter supporting my position on the vocational education bill (H. R. 4955) and also for the copy of your newsletter to vocational agriculture instructors and the reference to Mr. Smalley's article in "The Ag Man."

The information is very useful, and I appreciate your thoughtfulness in sending it to me.

With best wishes.

Sincerely yours,

  
Eugene J. McCarthy

EJM:hw

**United States of America.**



**A SENATE RESOLUTION**

commemorating the 50 years of farm business management education through the Minnesota state colleges and universities.

WHEREAS, on July 6, 2003, the Minnesota State Colleges and Universities Farm Business Management Education program is observing 50 years of management education for Minnesota farmers and their families; and

WHEREAS, the industry of agriculture has experienced dynamic change in the past 50 years and the Minnesota Farm Business Management Education programs have been instrumental in assisting farmers through that change; and

WHEREAS, the Farm Business Management program provides business management education to over 4,000 enrolled farm businesses annually; and

WHEREAS, the success of the program is a result of the vision, cooperation, dedication, and support of past and present agriculture educators, secondary and higher education agriculture education entities at the state level; and

WHEREAS, the Minnesota program has served as the model for other states in establishing their farm business management education programs; NOW, THEREFORE,

BE IT RESOLVED that the Senate of the State of Minnesota commends and congratulates the Minnesota State Colleges and Universities Farm Business Management program for its positive impact on the agriculture community of Minnesota.

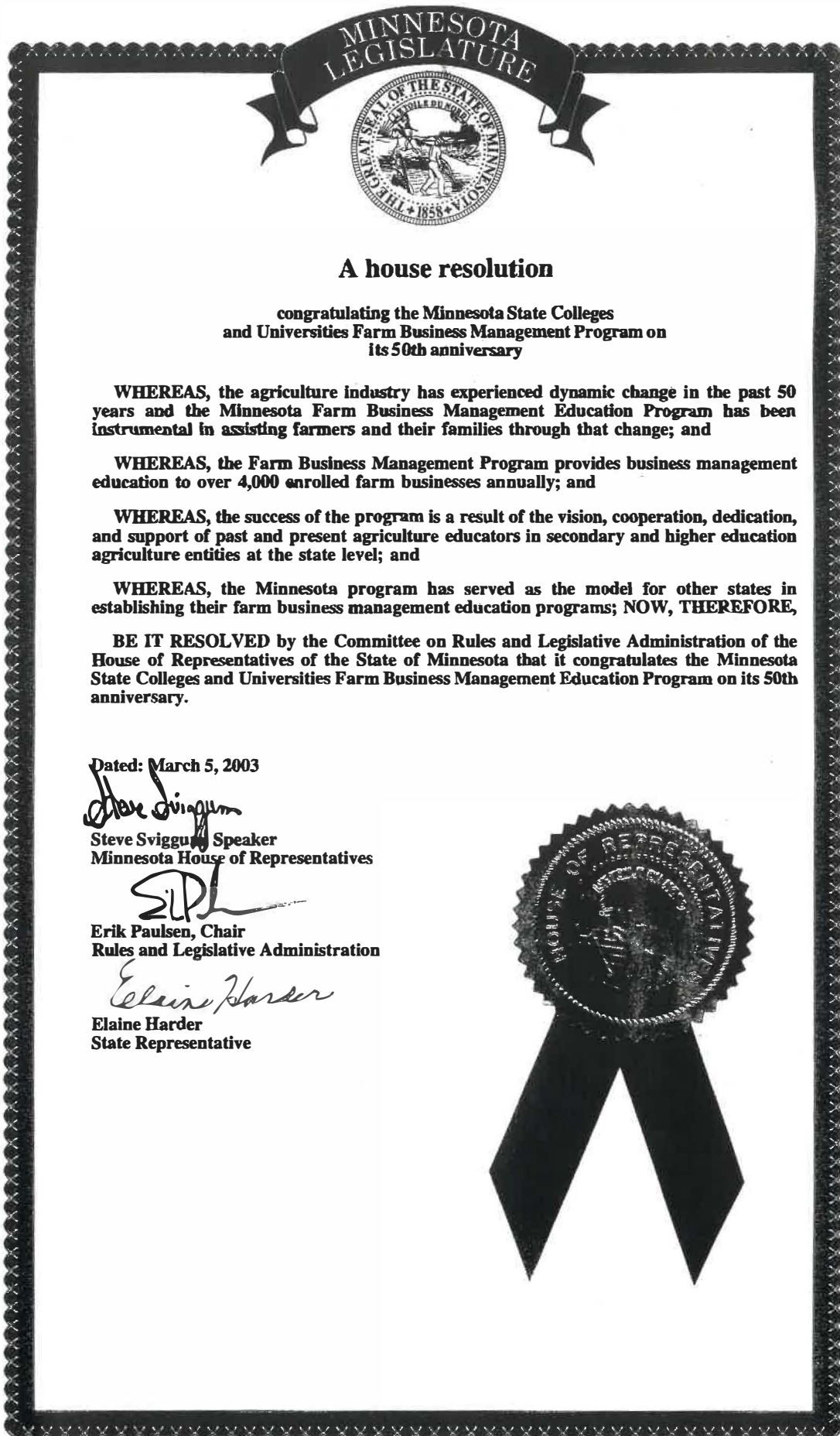
BE IT FURTHER RESOLVED that the Secretary of the Senate is directed to prepare an enrolled copy of this resolution to be authenticated by his signature and that of the Chair of the Senate Rules and Administration Committee, and transmit it to the Board of Trustees of the Minnesota State Colleges and Universities.

  
Patrick E. Flahaven  
Secretary of the Senate

  
John Hottinger  
Chair  
Committee on Rules and Administration



  
Steve Murphy  
State Senator, District 28



Dated: March 5, 2003

*Steve Sviggum*

Steve Sviggum, Speaker  
Minnesota House of Representatives

*Erik Paulsen*

Erik Paulsen, Chair  
Rules and Legislative Administration

*Elaine Harder*

Elaine Harder  
State Representative



**LeROY STUMPF**  
Senator 1st District  
428 Riverside Avenue  
Thief River Falls, MN 56701  
and  
G-24 State Capitol Building  
75 Constitution Avenue  
St. Paul, MN 55155-1606  
Phone: (651) 296-8660



**Senate**  
State of Minnesota

February 4, 2003

John Murray, State Director  
Farm and Small Business Management Programs  
MnSCU  
500 World Trade Center  
30 East Seventh Street  
St. Paul MN 55101

Dear John:

Thank you for the opportunity to comment on my association with the Farm Business Management Program.

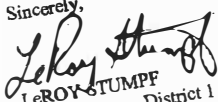
"Dear Friends,

I want to congratulate you on the Farm Business Management Program celebration of its 50 year golden anniversary.

I would like to share one positive experience where your program has made difference. During the 80's when the farm crisis was in tragic economic straits, we turned to the Farm Business Management instructors to help our farmers get back on their financial feet.

Again, thank you for your help!"

Sincerely,

  
**LeROY STUMPF**  
State Senator - District 1

Enclosure



*LeRoy Stumpf*



**Senate**  
State of Minnesota

Management



*Dallas Sams*

Congratulations on your Golden Anniversary! Along with my congratulations comes a hearty "thank you" for your support of those who work the land in Minnesota—those who provide the food for our tables and who do it at an affordable price. With 85 satellite programs, 4,500 enrollees and 95 instructors, yours is a job well-done.

With the support of the Farm Business Management Program, more people are able to stay on the farm, support their families and keep our rural communities viable. Rural economic development and stability is largely dependent on the ag economy, and your commitment to family farmers is important and admirable.

Again, congratulations, and I look forward to working with you in the future to sustain and support Minnesota agriculture.

Sincerely,



**DALLAS SAMs**  
STATE SENATOR  
DISTRICT #11



**COMMITTEES:** Chair, Environment, Agriculture & Economic Development Budget Division  
Agriculture, General Legislation & Veterans Affairs  
Commerce & Utilities, Jobs, Housing & Community Development  
Rules & Administration; Finance



# INTO THE 70'S

*by Paul M. Day, Retired State Supervisor, Agriculture Education*

Agriculture education majors who attained their undergraduate degree in the early 1950's received extensive instruction in farm accounting and farm management from Dr. George Pond, Dr. Sam Eugene, Dr. Milo Peterson and his staff.

In that era, an approved agriculture education program included high school, young farmers and adult education classes.

As veterans in the on-farm program for World War II, and as Korean veterans completed their eligibility, an increasing number of instructors enrolled these individuals in part-time farm management programs. Reimbursement for adult programs was 75 percent of salary and travel.

The leadership of G. R. Cochran, state supervisor of agriculture education; Robert Van Tries, assistant commissioner, Division of Vocational Technical Education, Minnesota Department of Education; and Dr. Milo Peterson, professor and chair, Agriculture Education Department, University of Minnesota Agriculture Extension program was implemented.

This model was used by many high school instructors, as well as in the veterans and adult programs. It was my good fortune to learn from Ralph Palan who developed one of the early full-time farm management and adult programs at Faribault. During this period George Cochran implemented the "Area Ag Coordinator" system.

When I assumed the position of state supervisor in June 1973, there were eight area ag coordinators, located in the area vocational schools. These individuals were responsible for assisting high school, adult and post-secondary programs.

While they had no direct authority for approving programs, they were of immeasurable value in expanding programs at all levels.

The area coordinators at that time

were located at Austin (Joe Raine), Mankato (Del Hodgkins), Winona (Don Walker), Jackson (John Murray), Willmar (John Thell), St. Cloud (Ed O'Connell), Staples (Bill Guelker), Thief River Falls (Ed Sisler), and Duluth (Rodger Palmer).

These professionals and their successors, assumed responsibility for operation of an analysis center at their area schools.

There was considerable diversity in adult programs concerning the analysis. One school of thought favored having the farmer complete the analysis manually, with guidance from the instructor.

This practice was time consuming, but it did provide the operator with a more complete understanding of the analysis.

Others favored compilation of the data with the processing done by the analysis center and Specialized Data Systems; thus providing the information to the farmer much earlier than the extension model and the hand-calculated progress.

At the 1970 Minnesota Vocational Agricultural Instructors Association (MVAIA) Conference, the state supervisor challenged the instructors to enroll and obtain an analysis for not less than 25 enrollees in a full-time program.

Despite howls of anguish from the instructors, with guidance from area coordinators and development of instructional materials by the University of Minnesota agriculture education staff, and with the creativity and sharing of innovations by the instructors, this goal was achieved and expanded.

Passage of the 1963 National Vocational Education Act increased competition for funds designated for agriculture and home economics programs.

In late 1972, Robert Madson began the first of many reorganizations of the Vocational Technical Education Division.

The overall position of state supervisor was discontinued and a program specialist was assigned for each level.

The specialists were responsible to a program manager who reported to Robert Madson.

William Hohenhaus chose to work at the post-secondary level, Odell Barduson assumed responsibility for the adult program and I elected to continue with the high schools. W. J. Kortsmaki continued as the FFA executive secretary.

This change was not accepted with enthusiasm by the ag-ed profession. In addition to providing a larger staff of management personnel, the continuity of progress in the ag-ed programs was obliterated and the strength of the agricultural discipline weakened. Since that time, change has become a constant.

The positive in the change has, in my opinion, contributed to the strengthening of the farm business education program. It provides additional career ladders for instructors to utilize.

Thanks to the continued leadership of the area ag coordinators, the development of curriculum materials provided by the teacher educators and Agricultural Economics Department, this exemplary educational program, which has often been copied but never duplicated by other stated, continues to meet the needs of its enrollees.

Congratulations to John Murray, the farm business management instructors and others for their contributions to this program.

It was a professional honor, as well as a professional privilege, to have had a small part of the evolution in the program.

My best wishes for continued success and satisfaction as you continue to build on the achievements of the first-half century. ■

# Farm Business Analysis — Hand vs. Computer —

*by Heimer Swanson, Retired FBM Instructor,  
Minnesota West Community & Technical College, Pipestone*

My first experience with farm business analysis began in 1950 with my veterans farm management class. In those early years I did some rather extensive analysis with the members of that class. Later the vo-ag farm management program was initiated with Loren Granger as its coordinator. All of our work then was done by hand and pencil. Soon the computerized farm business management program as we now know it was born with Ed Persons heading this up. What a wonderful change! I've lived and worked in both the "by hand" and "by computer" era and I certainly preferred the latter!



## *Kermit Kleene's Take on Record Analysis Back in 1960*

### THE RECORDS AND ANALYSIS ARE DONE -- WHAT THEN?

**KERMIT KLEENE, Farm Management Instructor**  
New Ulm, Minnesota

**KERMIT KLEENE**



The ultimate use of a record analysis is to completely plan or reorganize a farm business. But first the farmer must see the urgent need for making adjustments in his operation, if the need does exist. The basis for determining this need comes from the most frequently neglected part of the Minnesota Farm Account Book—the household and personal expense section. The 1958 records of both the Southeast and Southwest Minnesota Farm Management Associations show that the cost of living is approximately \$3,500 per family, not including savings, life insurance, or prerequisites. Less than \$300 a year was spent for education and recreation. This is our first question—is the present operation adequate to supply the standard of living desired by this family for the next thirty years?

Knowing what we need, we must then determine the gross income produced by the farm and how much of it is spendable income. Profit is absolutely essential, but volume is also a necessity. Some publications have indicated that 70% of every dollar taken in is paid out in expense. To arrive at a comparable figure we have used what we term an "income-expense ratio" ...

*Article and photo courtesy of "The Ag Man," 1960 summer edition.*

# Computers In Agriculture...

Computers are not new to the agricultural industry. Our Farm Management Summaries are prepared by computers and in many other areas computers are used to do work that formerly was done by hand.

I have been interested in the possibilities of computers in decision making in agriculture especially since last year when Pipestone participated in a one month trial of the Honeywell Edinet program. On this, our school was connected by telephone to the Honeywell computer and — with a teletypewriter at this end — it was possible to feed data into the distant computer and immediately receive answers back. This had the effect of placing a modern, expensive tool right in our school. With six schools on a schedule, each could use this for certain periods in the day.

Several small programs that I tried here convinced me that there were some possibilities of using this tool — at least in a small way — even on the local level. Later — with the very necessary programming assistance of our math instructors — I set up an operation that very rapidly calculated the Crop Yield Index for each of our 29 Farm Management members and the average yields of crops for our Pipestone group.

This year, Pipestone is again one of the schools participating in this computer share time program. Because our school will have an extended period of time during which this will be available, I was interested in experimenting with it to see if it were possible that some use could be made of this by an ordinary Vo-Ag Department. Of course, the purpose of the program in the school is to teach students some of the skills in programming. However; when it is not in use by students, it can be kept busy on practical problems without extra cost to the school.

I contacted Paul Hasbargen, Department of Ag Economics and Farm Management at the University of Minnesota and found out that he was checking out a number of programs designed to be aids to decision making in farming. Some pertained to machinery selection, some to income tax problems, and some to feedlot studies. Through his help and cooperation, I obtained a copy of one program he was using. This was fed into our computer and stored in its memory system — ready to be used when needed.

This program evaluated information about a planned feedlot and predicted such things as break — even prices, maximum prices to pay, costs and returns, and feed requirements for the lot and arranged the answers on a per lot, per head, and per cwt. basis. Of course, to do this, some assumptions and estimations have to be made. Prices paid and received must be estimated. Feed requirements have to be listed. Information on miscellaneous costs has to be determined. This information becomes the input data and if serious errors are made here, the answers will also be in error. Feed costs and miscellaneous costs are fairly accurate if based on several years of records which our Farm Management members have. It should be noted here that inputting data for this program is not at all difficult and does not take an undue amount of time.

There is nothing in the output that can not be done by pencil, of course. However, by computer this is done



**Heimer Swanson — Farm Management Instructor  
Pipestone, Minnesota**

very rapidly and accurately and it is here that the main value rests. I have — in several cases — prepared the input data for a proposed feedlot and processed this. As soon as the program was done, I have then inputted changes one at a time getting actually three or four summaries of the same feedlot program if handled in these different ways. The results are quick, accurate, and valuable as a tool to use in evaluating several directions a farmer can go on a proposed feedlot.

My special interest in this now is to see if more use can be made of this service. Some 25 schools in Southern Minnesota are on this share time computer program and many of these have Ag Departments.

As an Ag instructor, I have neither the necessary time nor knowledge to set up computer programs that could benefit my cooperators. However, there are programs in use or being designed that can be of value. The one mentioned above is an example. If an Ag Instructor who has this facility in his school is interested, I would supply him with the input form and instructions on how to obtain the use of this program.

I'm sure other Ag Instructors whose schools have these computer facilities have tried some programs. If anyone has found a program that might have value to other Ag Instructors, it would be helpful if these could be stored for general use. Instructions for using these could be filed with Edinet Computer Services Directors who could relay them to schools that might have use for them.

Mostly, there are many programs that have definite value to us that are being tried by our Extension Service. If some of these could be placed in a computer memory bank and be made available for call and use by ag personnel, more practical applications could be made of this tool, experimental programs could be made and corrected or discarded more quickly, and — in general — a potentially valuable decision aid tool could be put into practical operation sooner.

For many of us, this aid is at our fingertips. We have a chance to find out at first hand how to use this in our business. We may find out that it has only limited application to us on a local level or we may find much use for it. With a little coordination of effort, we can certainly test it out.

# Analysis History in Minnesota

*by Al Bruderie, Dean of Management Education, Southwestern Minnesota*

The farm analysis system used in Minnesota was based on the accounting system developed by the University of Minnesota in 1901. These records were concerned with farm inventories, hours of labor, and income and expenses. The information was used to establish average values on a typical farm operation. At that time the project was primarily for research.

- 1913:** Farmers mailed in information monthly, which included data on livestock enterprises and the feed consumed. An earning statement and cost for each type of livestock was completed for each farmer.
- 1928:** A record of farm products consumed in the home and family living expenses were recorded. Averages were also printed for the area on a timely basis.
- 1940:** A preliminary report summarizing the farm operation and making comparisons with the average, high, and low-return groups was developed.
- 1946:** A full-time veteran's trainer was employed in Alexandria to teach groups of veterans returning from the war. Farm management economics became the backbone of the program. This was the precursor to the farm management program as we know it today.
- 1953:** The University of Minnesota put forth a procedure for calculating the measures of efficiency entitled Release 1. This was the first attempt to standardize the analysis procedure in Minnesota.
- 1955:** Analysis centers were opened in Thief River Falls, Mankato and Austin. In 1956, analysis centers were opened in Winona, St. Cloud and Duluth. In 1962 the analysis center in Willmar was opened.
- 1960:** Stan Nelson (Thief River Falls) investigated the use of electronic analysis of the farm account book.
- 1965:** Coordinators had the option of using the hand analysis or to fill out the electronic analysis forms and mail them to Agriculture Records Cooperative (ARC) in Madison, Wis. The complete process, from closeout at the farm to returning the analysis, took two to four weeks.
- 1968:** The analysis center in Jackson was opened and a second analysis center was added to the northwest area at Staples. The farm analysis was a hand calculation process that was a variation of Release 1. As the number of farm analyses grew, the analysis centers were having trouble returning the analysis to the instructor on a timely basis.
- 1967:** Dr. Persons convened a group of instructors and coordinators to orchestrate major changes to the electronic analysis; this became known as Paul Bunyan I.
- 1971:** Agricultural Records Cooperative (ARC) developed a computerized depreciation package to enhance the electronic analysis system. The analysis was updated with minor changes almost yearly from 1969 through 1982.
- 1983:** With the advent of the microcomputer, the analysis process was changed. The analysis center input and transmitted the records to Specialized Data Systems (SDS) in Madison, Wis. This process eliminated three to five days in the analysis process as well as mail time.
- 1985:** Specialized Data Systems initiated a data capture and transfer program. The instructors would enter the data and the program would perform a number of accuracy checks. These checks greatly reduced the number of errors not caught before the analysis was transmitted to SDS. The data capture program also provided an instant mini-analysis for the farmer. The turnaround time for the complete analysis was now two to four days.
- 1986:** Dr. Persons convened the Paul Bunyan II conference in St. Paul to update the farm analysis system. Participants came to the conference with hundreds of suggestions.
- 1988:** The analysis program provided an instant mini-analysis and could be transmitted directly to SDS by the analysis center, retrieved and printed immediately.
- 1989:** The analysis program added historical trends to the database. A state advisory committee was formed to look at alternatives to using the SDS and FinanX analysis.
- 1990:** The analysis program added graphing of the historical database. Special sorts were added to be able to analyze the database in new ways. Instructors started changing over to the FINAN analysis system.
- 1993:** The analysis was changed to do a complete analysis on the micro-computer.
- 1996:** By 1996 all areas of the state had converted to the FINAN analysis system. This analysis system provided the first statewide database. Also, in 1996 the farm management programs initiated a website that provided information on all areas of the state. The web address is [www.mgt.org](http://www.mgt.org)
- 2000:** The University of Minnesota's Center for Farm Financial Management started a web-based program that provided the opportunity to search the database for specific information, [www.finbin.umn.edu](http://www.finbin.umn.edu).
- 2003:** The statewide database included more than 2,150 farms from the Minnesota State Colleges and Universities system (MnSCU).

As you can see, the changes taken place over the years have been significant. Adjustments are made periodically to the analysis. The analysis needs to keep up with the changing face of agriculture. We have five years of data available on the website that is accessed worldwide. The analysis is still the cornerstone of management education in Minnesota.

# FBM is About . . .

“One of the most significant contributions to agricultural education, I’ve observed in my 50-plus years, has been the development of the farm business management education program. I’m happy to have been a small part of it as I served as the chairman of the Ag Education Department at the University of Minnesota from 1970 – 1984.”

- Dr. R. Paul Marvin, Former Chairman of Ag Ed Department, U of M

“Farm Business Management (FBM) is about people – the individuals, the families and the interaction between each of them and their business of agriculture.

Change and adaptation to change has been a part of nature and agriculture forever. It is a large part of FBM instruction as well, especially in times of economic or agricultural challenges.

Veteran FBM students often ask, “How do people farm without you?” My co-teacher Barry Kurtz and I have a departmental mission statement which is, “Helping farm families reach their goals.” The curriculum and resources of the FBM program allow us to accomplish our mission.

FBM is about hope, the future, decisions, information and especially about people. Congratulations and thanks to all the people – students, instructors and other supporters – who have helped the FBM program attain this great milestone – 50 years of helping farm families reach their goals.”

- Dan Hoffman, Farm Business Management Instructor at Riverland Community College

“There is no greater pleasure in life than to be associated with a group of individuals who are so eager to help others succeed in life. A sincere attitude towards agricultural producers, their future success and community improvement make this career a unique choice in today’s world.

I admire the honest, insightful and futuristic opinions of my co-workers. Farm business management has succeeded on these basic attributes and will continue to thrive by following the same humanitarian instincts in the future.”

- Mike Dierks, FBM Instructor at Minnesota West Community & Technical College, Jackson



## 50 Years of Farm Business Management

by Ben Jorgenson, FBM Instructor  
at Central Lakes Community & Technical College

The success of any idea, proposal, or plan is not wholly elated to the people who carry out the effort, but also to those who train and encourage those who will be carrying out the plan and providing the effort. So it was with adult farm management. During winter quarter of 1971-72, Forrest Bear sat on a stool in front of 15-20 soon-to-be student teachers. He said, “Just because you have a license, doesn’t mean you know anything. You only have a license to learn.”

I don’t think about that every day when I walk out my front door to see my students, but that thought crosses my mind many times during a year. Another colleague of mine reinforced this when he said, “Ben, don’t use your education to beat your students over the head.”

The teacher trainer staff of 1970-1972 taught my classmates and me how to evaluate a problem, select an alternative and implement the plan or idea. Without that training staff, I would never have known:

- FINPACK in 1979
- Apple II e in 1981
- Compaq Computers in 1986
- Farm Crisis in 1985-86 and 2001-2003
- Emergency Feed Programs in 1988 and 1989
- Disaster Assistance Programs in 1991 and 1992
- Farm Business Plans in 2001
- Comprehensive Nutrient Management Plans in 2002

Without the training staff I would have never heard:

- “Ben we have never gotten through this without you. Thank you so much for helping us with this transition.”
- “Ben look around, everything that we have here is because of you.”
- “Ben if it weren’t for you, we wouldn’t be on this farm any more.”
- “Ben we are so glad you helped us get out of farming. We are so happy now.”

There is no doubt my colleagues and I could fill pages with words such as these, but without proper training, encouragement along the way, and continuing education, farm business management would never be what it is today in the state of Minnesota. It is through the efforts of our legislators, teacher-trainers and the day-to-day efforts of the teaching staff that farm business management is 50 years old this year.



## Family "stays on top of things" with farm management program

by Retha Finger

On a recent fall evening, after the chores were done, Gary and Donna Luehmann sat around the kitchen table discussing milk quality and production. With the Luehmanns was Lewiston/Altura Adult Farm Management Instructor Loel Gorden. It is a scene repeated often around the state as instructors and cooperators work together to improve farming and management skills.

Gary said that the monthly farm visits were vital to know and understand his farming operation. Gorden added "I think that's a really important part of the program . . . those one on one contacts. It's better to sit around the kitchen table and get information where the farmer is. I think it's a mistake to say, 'Come into the office now'."

The Luehmann's have been enrolled in the farm management program for the past 18 years. Before that, Gary's father, Norman, was enrolled in the Southeastern Minnesota Farm Management program. Gary said, "My dad thought I should continue learning so he encouraged me to sign up for this program."

When asked when he started farming, Donna quipped, "Oh, he started when he was about five!" Gary said he grew up with the farm account book and Donna said she doesn't have any questions about it anymore, "I've been doing that book for so long."

Gary feels the most important part of the program is the analysis. "One of the really good points is the com-

parison - what's your competition. Farmers are competing against each other all the time."

The Luehmanns formed a corporation with his father. Also farming with them is their son, Doug, 19. They milk 125 cows and feed out the steers. Gary says, "For a little extra something to do." They also have a farrow to finish operation and marketed 600 hogs last year. They have no cash crops, but raise corn, alfalfa and oats for feed. They run 700 acres, 475 of which are tillable.

In the past few years they've remodeled the farrowing barn, made new farrowing crates, built a new silo, a new calf shed and added hay storage. But, Gary says the best thing they've done is install a manure pit.

Gary and Donna, a former parochial school teacher, have seven children. In addition to Doug they are Kristen, who is a student in food preparation at Rochester Vocational Technical Institute, Tasha 14, Paul 13, Justin 8, Holly 6 and Joshua 3. Both Doug and Kristen were active in FFA.

Gary says they'll definitely stay in the local farm management program. Why? "It's the way to stay on top of things. You can't leave everything til the last minute."

When asked about his future plans, Gary said, "We plan to get better and not bigger, that's why we're in the program."

*Photo caption: Gary and Donna Luehmann, rural Lewiston, look over their farm account book with Adult Farm Management Instructor Loel Gorden (standing).*

February 14, 2003



60 Plato Boulevard E.  
Suite #400  
St. Paul, MN 55107  
T: 651.224.9635  
F: 651.225.7701  
www.nwaf.org  
info@nwaf.org

John Murray  
Farm Business Management Program  
851 30<sup>th</sup> Avenue SE  
Rochester, MN 55904-4999

Dear Mr. Murray:

Congratulations on 50 years (1953-2003) of education to the Agriculture community of Minnesota.

The Agricultural sector has experienced dynamic change in the past 50 years and the Minnesota Farm Business Management Education programs have been instrumental in assisting farmers through those changes.

Farmers have historically experienced major financial challenges with commodity pricing and the global economy. Farm Business Management (FBM) has played a vital role in educating farmers on financial planning and analysis of the business. This education has enabled thousands of farmers to weather the financial challenges and continue as a productive entity in greater Minnesota.

As the rigors of farming and average farm sizes increase, the business requires a greater commitment to management and benchmarking for sound decisions. The FBM program has been very effective in stressing the importance of goal setting, financial planning, and the analysis of farm records. The area Business Analysis Reports and the Minnesota FBM database have proven to be invaluable in this transition.

50 years ago, agriculture in Minnesota was building a strong base as the economy was strengthening after the war. FBM began with that transition and continues to provide the education needed for farm businesses to successfully compete in the US and global economy.

Minnesota's FBM program serves as model for other states to follow in developing their program.

Half a century later, after serving thousands of farm businesses, Farm Business Management Education in Minnesota is celebrating its golden anniversary. But it's not stopping there. Like any enduring, reliable organization or relationship, this program has vision, values, and goals to sustain it through unpredictable times.

Washington Oregon Idaho Montana North Dakota South Dakota Minnesota Iowa

The Farm Business Management Program is now an integral part of the Minnesota State Colleges and Universities System (MnSCU). Today the program provides education in farm business management education for over 5000 farm businesses with a staff of 105 instructors located in 85 sites throughout Minnesota.

The Northwest Area Foundation is proud to have been a part of the Minnesota Farm Business Management program and congratulates you on 50 years of making a difference in the lives of Minnesota farmers.

Sincerely,

Karl N. Stauber  
President & CEO

Direct Dial: (651) 225-3866  
E-mail: kstauber@nwaf.org



FARM SERVICE AGENCY

WADENA COUNTY OFFICE

UNITED STATES DEPARTMENT OF AGRICULTURE  
4 ALFRED STREET N.E.  
WADENA, MINNESOTA 56482-2303

(218) 631-4336  
(218) 631-1625 FAX

March 28, 2003  
Minnesota SCU  
Farm Business Management

As the Chairperson of the Minnesota State Advisory Committee of Farm Business Management for the 2002-03 years, I wish to take this opportunity to congratulate Farm Business Management on your 50<sup>th</sup> anniversary!

I have been aware of and involved with Farm Business Management since I was the Todd County Veterans' Agriculture instructor at Eagle Bend, MN, from 1976-1980, and with Farmers' Home Administration/Farm Service Agency from 1980 to the present.

Programs provided by Farm Business Management throughout its lifetime has been critically important in assisting farmers in decision-making involving their finances and farm operations. Thank you for programs developed and carried out with the welfare and success of our farmers as its main focus.

Again, congratulations to Farm Business Management on a memorable 50 years of providing farmers with quality education that has enhanced their ability to work with educators and partnership with other businesses for example (bankers, other lenders, open accounts, USDA, etc.). Also with other tools and opportunities to assist farmers in the success of their farming operations.

Sincerely,

Larry J. DeWald  
Farm Loan Officer  
Farm Service Agency,  
Wadena, MN 56482  
218-631-4336-ext.2

E-mail =larry.dewald@mn.usda.gov

LJD:ljd

Farm Service Agency is an Equal Opportunity Agency.

Complaints of discrimination should be sent to: Secretary of Agriculture, Washington, D.C. 20250



Minnesota Department of Agriculture

March 1, 2003

John Murray, State Director  
Farm and Small Business Management Program  
500 World Trade Center  
30 East Seventh Street  
St. Paul, Minnesota 55101

Dear Mr. Murray:

Congratulations to you and your colleagues on celebrating 50 years of success with the Farm Business Management Program.

Farmers today operate in a highly competitive, fast-changing business environment that includes trends such as globalization, industry consolidation, increasing awareness of food safety and biotech foods, and environmental concerns. All these factors can have a positive or negative impact on a farm family's bottom line. I believe effective financial management is one of the absolute essentials for a farm or any other business looking to maintain that competitive edge. Your program does an excellent job of helping farm families meet their business and personal goals by developing sound management skills.

When you think about how quickly agriculture is changing, the natural question is how much different will it look in 10, 20 or even 50 years? What will we need to do to ensure that there is still opportunity for young people to grow corn and soybeans, or raise pigs, turkeys or dairy cows here in Minnesota? These questions will not be answered only by decisions made in St. Paul and Washington, D.C. They will be answered by decisions made on thousands of independent farms across rural Minnesota.

I applaud the role Farm Business Management has played and continues to play in helping farm families meet the challenges of a rapidly changing agriculture. I appreciate the positive working relationship with our agency and look forward to continuing the partnership.

Sincerely,

  
Gene Hugoson  
Commissioner

John Murray:  
Farm and Small Business Management Programs  
Minnesota State Colleges and Universities

Dear John:

It's an honor for me to have the opportunity to convey my best wishes and congratulations to the MnSCU Farm Business Management Program on the celebration of its 50<sup>th</sup> anniversary. I have always been impressed by the instructors and Area Ag Coordinators. The sincerity of its sponsors and effectiveness of its planners, gave me the chance to recharge my batteries for another year. I never doubted the quality of our future leadership after watching them.

I'm an old man now and I still remember with an old man's happy memories, the 1964 Minnesota State Fair. I was an old-fashioned farm boy who many years before had made his spending money shearing sheep for twenty five cents a head. I opened my mouth once too often and was challenged by the FFA boys to a shearing contest. Of course I was trounced but I found solace in the knowledge that sometimes the Gophers and Vikings didn't do so well either.

I know that the MnSCU Farm Business Management Program will have many more successful years in the future and that fifty years from this anniversary people will be saying, "thank you".

Robert Van Tries  
Assoc. Commissioner of Education (ret)  
Minnesota Department of Education



*Robert Van Tries*

Farm business management instruction, what a unique way to spend a lifetime as a teacher. I have taught farm management in the Blooming Prairie area from 1959 till the present – 32 at Blooming Prairie High School and 12 years as a private firm.

One of the most influential factors affecting the success of farm management instruction has been the ability and willingness of instructors to work together and cooperate on a local, state and national basis. As I came to Blooming Prairie, fresh out of college, Charles Painter, John Zwiebel, Truman Tilleraas and others came with offers to share classes, tours and advice. Through the years, I have been able to share in and often contribute to in-service workshops and exchange of ideas. This cooperative interaction among instructors influences our attitude and actions as we work with farm families.

*- Gene Francis  
Blooming Prairie*

# Minnesota Department of Education

February 28, 2003

John Murray, State Director  
Farm and Small Business Management Programs  
Rochester Community and Technical Colleges  
851 30<sup>th</sup> Avenue SE  
Rochester, MN 55904-4999

Dear John:

Congratulations on your 50 year golden anniversary of the Farm Business Management Program! For each year of history of the Farm Business Management, the Minnesota Department of Education has been a partner and ally in Agricultural Education. The leadership the Minnesota Farm Business Management program provides and serves as a model for the whole United States.

We have been fortunate to have agricultural education leaders in Minnesota with tremendous vision. They developed a Farm Business Management Program that has stood the test of time. Our forefathers created a program that has withstood many changes in state agencies and state leadership. The Farm Business Management program has been a critical and integral component of successful rural agriculture communities in Minnesota.

The impact of the Farm Business Management programs has been felt statewide. The program's value is seen in the thousands of Minnesota farm families that have used the programs services to increase farm efficiency and profitability. Minnesota has come to rely on the expertise of our Farm Business Management instructors in making our farm and rural economies successful.

Congratulations to each instructor, regional dean, and state director past and present for your role in creating a Farm Business Management Program for Minnesota that is the envy and model of our nation.

Sincerely,



Joel Larsen  
Program Specialist Agricultural Education  
Minnesota Department of Education



Jim Ertl  
Executive Secretary  
Minnesota FFA Association



Elton R. Redalen

January 28, 2003

Mr. John Murray, State Director  
Farm and Small Business Management Programs  
Minnesota State Colleges & Universities

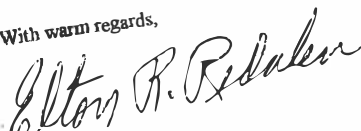
Dear John,

Congratulations on the 50<sup>th</sup> anniversary of the Farm and Small Business Management program. What an accomplishment and testament to the strength of the program.

I was elected to the Minnesota House of Representatives on December 6<sup>th</sup>, 1977 in a special election. I served in the Minnesota House until July 1, 1980 when Governor Arne Carlson appointed me Commissioner of Agriculture. I served as commissioner until July 1<sup>st</sup>, 1985 when I retired to our family farm in Fillmore County. In 1986 my wife Joyce and I sold out our interest in three of Redalen Farms to our sons, Gary, Donny and Jeff. I still own and live on a century farm and my wife Joyce died on December 25<sup>th</sup>, 2002 of lung cancer. Three of my grandsons, Judd, Jordan and Michael are now also back on the farm after graduating from college. It is wonderful to have college-educated 5<sup>th</sup> generation family members back on the farm.

Again, congratulations on your golden anniversary. I am sure that your program will remain an integral part of fostering the business of agriculture in Minnesota into the 21<sup>st</sup> century.

With warm regards,



Elton



United States  
Department of  
Agriculture

Rural  
Development

375 Jackson Street  
410 Farm Credit Building  
Saint Paul, Minnesota 55101  
Phone 651-602-7780  
Fax 651 602-7826

February 21, 2003

John Murray, State Director  
Farm and Small Business Management Programs  
851 30<sup>th</sup> Ave. SE  
Rochester, MN 55901

Dear John,

Congratulations on the Minnesota State Colleges and Universities Farm Business Management Program celebrating its 50 year golden anniversary! During my 29 years of service in the Minnesota Legislature and as Chairman of the House Agriculture Committee, I had the privilege of working with the fine staff and faculty members in this program. I strongly believe your program has been absolutely vital to the success of-- and of key importance to-- Minnesota's agricultural industry.

On my behalf and from all of us at USDA Rural Development, please extend my congratulations to the educators and everyone affiliated with the program and those who have helped make it a complete success. Because of this excellent program, I know that the farm and small business instructors around the state will continue to help and train those seeking knowledge for many years to come.

With congratulations and best wishes always, I remain,

Sincerely,

Steve Wenzel  
State Director  
USDA Rural Development

Rural Development is an Equal Opportunity Lender  
Complaints of discrimination should be sent to:  
Secretary of Agriculture, Washington DC 20250



Steve Wenzel

# The Next 30 Years: 70's and Beyond

by Gene R. Kuntz

FBM Instructor at South Central Technical College, Faribault

Abridged by Dr. Edgar Persons, Professor emeritus, U of M, Jan. 2003

*In the early eighteenth century in Gulliver's Travels, Johnathan Swift (1706) wrote, "Whoever could make two ears of corn or two blades of grass grow upon a spot of ground where only one grew before would deserve better of mankind and do more essential service to this country than the whole race of politicians put together."*

To maintain the instructional integrity of the Farm Business Management (FBM) program throughout the state, a comprehensive and sequential curriculum was adopted in 1970.

It was based upon a program of instruction for adult farmers developed by Ralph Palan, an FBM instructor from Faribault and a course of study in farm management developed in 1966 by Gene Francis, the FBM instructor from Blooming Prairie.

The curriculum incorporated instructional materials for teaching farmers for the first four years of enrollment. It included suggestions for both group and individual instruction.

The instruction was organized into four segments: Farm Management I, Farm Records and Accounts; Farm Management II, Farm Business Analysis; Farm Management III, Farm Business Organization; and Farm Management IV, Advanced Farm Management.

One of the strengths of the program was the involvement of the

farm operator and his wife in a serious study of the home farm business.

Throughout all the changes in programming and instruction during the first 30 years of FBM in Minnesota, the methods of delivery remained fairly constant.

The method of delivery focused on group instruction with on-farm instructional visits that were supported by a thorough and accurate analysis of the farm business of the student.

The early FBM instructors understood the educational needs of the learner and the process of transformation of the learners existing knowledge into new constructs and a new knowledge base.

In 1973 a call went out to all states that had adopted the Minnesota model for FBM to attend a conference in Faribault, Minn. This first national invitational farm management conference incorporated an exchange of ideas among instructors and state staff.

The group continued to meet annually, and eventually formed the National Farm and Ranch Business Management Education Association (NFRBMEA). The current membership of the NFRBMEA (2002) is about 240 members from 22 states and Canada.

The funding structure of the FBM program underwent numerous changes in the early years. State and federal policy initiatives had much to do with the financial support needed to establish and maintain these programs.

The 1970's were marked by heated debates in Minnesota over the role

of public financing of adult education. Several legislative attempts were made to limit the participation of farmers in the FBM program.

In 1977 legislative action firmed up support for adult education in farm management, but not without great controversy.

The State Department of Education, which wrote the rules by which legislation would be implemented, sided with earlier opponents of long-term public support for FBM education.

The department promulgated rules that severely restricted the use of public funds for long-term enrollment. A special legislative commission was convened that was responsible for the oversight of rulemaking to insure that the rules promulgated matched legislative intent.

As a result of efforts made by FBM supporters, a hearing was convened to test if the state agency had indeed complied with legislative wishes.

In the end, the final rule for financial support more closely matched what legislators had in mind and insured that farmers could participate for longer periods of time.

The claim that new students were not enrolled in FBM programs because they were full of "old timers" proved to be untrue. A solution was found by mandating that a certain percentage of the enrollment had to have six years or less of student tenure.

Student enrollment in FBM programs peaked in the early 1970's, and then began a short, but rapid decline. Two major factors contribut-

*Continued on next page*

and then began a short, but rapid decline. Two major factors contributed to the decline.

First was the closure of the veterans programs. They had enrolled several thousand veterans included in the farm analysis program; entitlement for the programs expired.

Second was the exodus of farmers from production agriculture due to low prices and high costs, and the re-evaluation of assets. Farm management instructors responded by providing the right kind of just-in-time education necessary for farmers to remain in business.

Farmers remaining after the farm crisis of the early 1980's needed knowledge that emphasized business management with a special focus on financial management.

In 1983 the State Board of Vocational Education was established. The new authority had responsibility for all educational programs in the AVTI (Area Vocational Technical Institute) system.

As a result, all FBM programs located in AVTI's came under supervision and management of the system and all local school district FBM instructors remained under the supervision of their respective districts.

This split responsibility would remain until 1991 when a major college merger was enacted. Additionally area coordinators were relieved of their responsibility for high school program and regional FFA supervision.

In the same year the SBVTE (State Board of Vocational Technical Education) appointed John Murray, the area agriculture coordinator at the Jackson AVTI, as the new director of management programs in Minnesota.

John replaced Odell Barduson, a longterm director of the program and one who shepherded the program through its most trying growth phases and legislative conflict.

There had been considerable investment in research for program development and program evaluation from 1953 to 1983.

It is estimated that over one million dollars was expended by institutions and individuals in Minnesota in research related to management education.

Several major research initiatives and scholarly research papers evaluated the effectiveness and resulting benefits to students.

Many of the research studies were in support of master's or Ph.D. pursuits by FBM instructors and university students. Some were major projects funded by the U.S. Office of Education.

The farm crisis of the 1980's brought profound changes to the Minnesota FBM program. The Minnesota Legislature responded to the cries of rural Minnesota with the Omnibus Agriculture Act of 1985.

The act provided funds for 19 new FBM programs; portable personal computers for every instructor; FINPACK financial management software; FINPACK training for each instructor; and tuition assistance for enrolled families.

The result was significant growth in enrollment, but more importantly, a reinforced focus of developing the financial management skills of farmers.

By 1991 the Minnesota Legislature took action to merge the Minnesota Technical College System, community colleges and state universities into a single higher education system called the Minnesota State Colleges and Universities (MnSCU).

The 1994 legislative session finalized that action and mandated that all FBM instructors become direct employees of MnSCU.

On July 1, 1995 all FBM instructors, regardless of where they were located, came under the direct supervision of the regional program manager (formerly called the area agricultural coordinator).

The title of regional program manager was changed to "Regional Dean of Management Education" in 1996 to reflect continuity across the

Community College and the Technical College System. This was the first time since 1982 that all programs and instructors were under a single system.

Program delivery also changed in the early 1990's. In 1992 the new six-year credit based curriculum went into effect replacing the hour-based program then in operation.

Enrolled farmers could now receive a two-year certificate in farm management after successful completion of the initial six-year program.

The program was built on the longterm argument that due to the nature of the instructional program, a farm operator student who fully participated was equivalent to one-third of a full-time student.

It then stood to reason that if a day school full-time student could complete a certificated program in two years, an FBM student because of the one-third FTE (full-time equivalent student) rule could complete the same program in six years.

To compensate for the differences between persons in school and full time farmers, a new concept of credit termed a "management credit" was developed. The management credit focused more attention on experiential learning and concept application with a reduced emphasis on seat time.

The management credit equipped the FBM program to deal in a common currency of credits used by other kinds of college programs.

Little has changed since the merger except for conversion to semester credits in 1998 and the addition of two new programs.

One is the newly created "marketing certificate." The other is the "advanced FBM certificate," which allows students to enroll in the FBM program for an additional three years after receiving their FBM certificate.

The adoption and use of personal computers along with ANAKEY, a registered software program devel-

*Continued on next page*

-oped by Specialized Data Systems (SDS) in 1988, did much to bring the capacity to complete the farm business analysis at the local level.

Instructors quickly adopted the program and completed the analysis at their office or sometimes at the farmer's kitchen table in one personalized student/teacher meeting.

In 1996 the FBM program discontinued its relationship with SDS and joined the analysis process with the University of Minnesota Center for Farm Financial Analysis using the FINAN (analysis part of FINPAC) option of FINPAC (analysis program) as the analysis tool.

Adoption and use of other technologies have allowed FBM instructors to become more efficient with their time and more creative with instructional methods. The fax machine, e-mail, cell phone, lap-top computer, personalized digital assistant (PDA) and the Internet are now essential tools for practicing FBM instructors.

The widespread use of PowerPoint and other display software packages have helped to change the way instruction is delivered in group instruction.

Recent additions of digital cameras allow teachers to visit a farm in the daytime and show pictures of that visit as part of a PowerPoint presentation in the evening, instantly bringing the farm into the classroom.

At South Central Technical College - Mankato, the first year of FBM instruction was available on-line for the fall semester 2002.

Instructors from Northland Community and Technical College in Thief River Falls have created the on-line marketing courses for teaching basic marketing principles and practices. All instructors have cell phones, lap-top computers and some have their own web page.

Significant efforts have been made since 1983 to focus on the

future of FBM in the new century. Persons, Lehto, Casey and Wittenberg published a study that focused on defining what FBM students considered to be the most important objectives and benefits of the FBM program.

The study revealed that individual instruction, especially using computers, assistance in keeping farm records, and interpreting and analyzing farm records were the most important benefits of the FBM program.

Students reinforced the idea that individual instruction was the most beneficial method of instruction for management education.

In 1999 a task force met to design the components of a uniform statewide customer focused educational program to meet the needs of farm and small business owners, operators and managers.

The task force was charged with defining uniformity for the following deliverables:

- Program definitions;
- Suggested second version of the memorandum of understanding (the first was written in 1952);
- Recommendations for improved processes;
- Recommendations about college and MnSCU responsibilities;
- Program outcomes;
- Program review mechanisms;
- Funding recommendations.

The task force made several recommendations that helped provide uniformity across all campuses that delivered instruction in management education. Briefly summarized they were:

- Use the established statewide curriculum;
- Continue to deliver management education on a credit basis;
- Evaluate programs on an annual basis;
- Develop and implement a

uniform billing process for management programs;

- Provide students with flexible tuition payment options;
- Develop workload policies that are flexible enough to accommodate special circumstances such as those faced by a new instructor.

Research conducted by Joerger, Ipe and Persons (2000) from the Division of AFEE and the U of M, supported by MnSCU, supported many of the previous findings of research.

Their study sought to study the perceptions of students, FBM instructors and agricultural lenders as they assessed the program objectives and selected activities and features of the FBM program.

A key finding revealed that students believed they received an annual increase in farm income of nearly \$5,000 as a result of FBM education.

Additionally, students enrolled in FBM programs received greater annual net income than most Minnesota farmers. The research also revealed students were very satisfied with the FBM program, and 60 percent of the enrollees intend to participate for seven or more years.

The FBM regional deans of management education were charged with completing a strategic plan for FBM in the summer of 2001. The purpose of the plan was to address the changing needs of FBM customers and to remain a viable educational program for Minnesota farmers as we moved into the new millennium.

The strategic plan identified the goals, vision statement, a mission statement, and strategies to achieve the goals.

The mission statement identified was: **"The Farm Business Management Education program provides student focused management education that will help**

**individuals, farm or agricultural business managers, who are in a position to make managerial decisions in achieving their business goals."**

Education of farmers in the principles of business management, and the application of those skills, will continue to provide useful sources of knowledge to help develop strategies for survival and prosperity.

The program has remained purposeful and viable because FBM instructors have constantly examined the industry and examined the needs of their clients.

Over the past 50 years the curriculum, direction and purpose has been critically examined 18 times. In each case the examination and recommendations were guided by purposeful research and evaluation.

As the new century unfolds, students will be affected by the choices and activities of policy makers, administrators, researchers and FBM instructors.

If the Minnesota Farm Business Management Education Program continues to exercise visionary practices, it will remain a vibrant and essential institution to serve the industry of agriculture for years to come. ■

***"The professional teacher is one who learns from teaching rather than one who has finished learning how to teach."***

*ABRIDGER'S NOTE: This paper, "The Next Thirty Years" is based on the master's paper of Mr. Kuntz titled, "The Evolution of the Minnesota Farm Business Management Education Program From 1952 to 2002." The paper is 70 pages long, not including references and appendices. This abridgement starts on page 46 of chapter four titled "Farm Business Management Education Program in Minnesota from 1954-1983" and includes chapter five titled "Farm Business Management in Minnesota After 1983."*

*Mr. Kuntz begins his summary of the history of adult education in agriculture with the actions and activities that occurred before the Smith Hughes Act of 1917. This paper starts circa 1970 where the history according to Charles Painter left off. Mr. Painter's closing paragraphs express the hope that someone would pick up the story of the Minnesota Farm Business Management Program to report the activities of the 1970's and beyond. Mr. Kuntz has done that with a well-documented report.*

*It is obvious that a summary of a 70-page document leaves out many important events that could be mentioned. Those details will be left to the curious who wish to read the entire document. A copy of the complete paper can be found at the Farm Business Management web site at [www.mgt.org](http://www.mgt.org).*

## **FBM Student Writes In**

It has been said that a key to longterm success is having a wonderful working relationship with partners outside the direct business loop. You get key insights, viewpoints, information and other data that otherwise may not be apparent or available to you. We have always regarded the Farm Business Management (FBM) program as a highly useful business tool. So much in fact, that our family has been enrolled throughout most of the 50 years of its existence!

My father served in the military in the early 1950's in Korea. When he came back home from the service two years later, he enrolled in the Vet-Ag program. Since that time instructors have come and gone down through the years but the overall usefulness has never waned.

Like an ever-changing river in its banks, as the farming industry has changed down through the years, so have our needs from the program. That flexibility and keeping us up-to-date with non-biased information that is keyed to our individual needs has kept the program fresh. One of the perennial highlights has been the financial analysis, having never missed a single year.

The program has been a wonderful conduit for exposure of cutting-edge technology. One such example is the early adoption of the use of computers. As a young kid, I remember watching the instructor run a program that calculated land purchases. I was fascinated by the fact that a machine so far away could calculate the answers so quickly via telephone. In the years that followed, this interest that an instructor sparked, would develop into a computer sales and repair business.

I am the second generation in the FBM program. When I started farming in 1983, my first management decision was to enroll in the program. I see it as a key part of my success as a businessman down through the years. We farmed financially independent but shared labor. With my father's death, the baton has been passed to me. The operations will now merge together and eventually become one. It's the circle of life and I will follow my roots as I reach up into the stars. FBM has taught me to recognize opportunities and to look for great returns on my investment. And the farm management program, in my opinion, excels on all accounts.

- Kevin Clough, Student in FBM at Ridgewater College

# Current FBM Instructor Thoughts



I have been working as a farm business management instructor for 21 years. My job makes getting up in the mornings very easy. Farmers have really embraced and supported the program. The agricultural community has also supported the program throughout the years. The best recruiters for the program have been the local cooperatives, ag businesses and the regional bankers.

As much as I credit the students for the success of the Farm Business Management (FBM) program, I really think the people involved - instructors, area coordinators and state directors from our past - are the real story for the influence the program has had on Minnesota. Those people had the vision and persistence to build a program that has the admiration of all states that are working in adult education of agriculture.

From a personal perspective, I would like to mention a few of the people I think influenced me to become an instructor. I had the good fortune of having Marlyn Wacholz for an ag teacher in high school. He also started the FBM program in Renville. I student taught in Pipestone under Heimer Swanson, and John Thell was the coordinator for my first years.

After a brief intermission to get a farming fix, I started back with FBM in Faribault. Ken Stassen was my partner in the program. Along the way I got to know Ed Persons (who always said what was on his mind), Don Walker, Odell Bardusen, Vic Richardson and John Murray (a great southeastern Minnesota crew of instructors), and my two current partners in Faribault (Gene Kuntz and Larry Oraskovich).

The success of the FBM program goes back to the professionals all over Minnesota who had a part in forming the foundation and kept guiding and changing with the needs of the students involved.

- Doug Wertish

*FBM Instructor at South Central Technical College, Faribault*

---

My 12 years as a farm business management instructor at Northland Community and Technical College have been challenging, but very rewarding. I consider the most rewarding part of my years as an FBM instructor, being the contacts and friendships that I have been able to make with FBM students, instructors and other agriculture professionals.

Serving on committees relating to conversion to college credits, the change to semester credits, and the MnSCU task force (organized to attempt to provide uniformity regarding policy issues as they relate to management programs) has provided myself the opportunity to get to know fellow FBM instructors from throughout the state has been rewarding.

The Professional Excellence Program has been very rewarding to be involved in over the past three years. I believe this program will be a vital component to the future success of Minnesota State Colleges and Universities (MnSCU) farm business management.

- Ron Dvergsten

*FBM Instructor at Northland Community and Technical College, East Grand Forks*

---

It is hard to believe that farm business management has been around for 50 years, and that I have been working as an FBM instructor for over a quarter of that time. I started in farm management in 1988, just as new portable computers and FINPACK were just catching on. I think of what we could do with our students then compared to now, and it makes me wonder what we will be doing 5, 15 or 50 years from now. Times may change but the principles of management remain. I believe FBM will still be there educating people to make good decisions.

Steve Zenk

*Ridgewater College*

# My View of Farm Business Management Education

by Vic Richardson

*Retired, Regional Dean of Management Program, Southeast Minnesota*

I started teaching in 1966 at Jeffers, located in southwest Minnesota. In 1969 I started a Farm Business Management (FBM) education program.

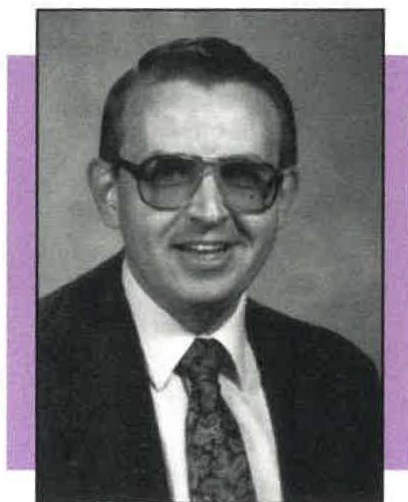
This was a time when records were summarized by hand and taken to the area coordinator's office for the region, and clerical staff transposed the information onto data sheets that were then sent to Specialized Data Systems for doing the farm business enterprise analysis. If everything went smoothly, the farmer would receive his report in about two to three weeks.

In 1973 I started the veterans farm business management program in Owatonna. The program consisted of teaching pertinent agricultural topics twice each week from 8 p.m. until midnight.

Veterans who were farming got paid veterans' benefits for attending classes and receiving the approval of the instructor. Each veteran was required to keep accurate records of his business and submit them at year-end for a farm business analysis.

In 1979 I received sabbatical leave from Owatonna High School and went back to the University of Minnesota, St. Paul, to do the work in receiving my master's degree in agricultural education.

My thesis was a comprehensive study of the farm business management education program as conducted in Minnesota. The title of the study was "Rewarding Returns from an Ingenious Investment" and was sponsored by Minnesota Farmer's Union.



The results of this study created greater awareness by the Minnesota legislature regarding the value of such education and increased financial support for keeping this program viable.

In 1980 I became the second FBM instructor for Owatonna High School, working with John Zwiebel. John retired in 1983, leaving me as the sole instructor. Records were still taken to the area ag coordinator's office and manually put on data sheets.

In 1989 I became the area ag coordinator for southeastern Minnesota located in Austin.

During this period of time, local school districts had control of the farm business management program and charges for participation were minimal or non-existent.

In the next 12 years many changes occurred, including programs becoming part of the Technical College System, becoming credit based, and having uniform tuition in each region.

Another change was the expansion of duties and expectations of the area ag coordinator. We became "Regional Deans of Management Education."

In the mid 1990's we became "Deans of Management Education." With that change came even greater duties and expectations, including administration of the small business management education and computerizing small business management education programs along with FBM education.

With this change each of the six deans had other responsibilities including teaching, organizing and heading up various committees within their respective colleges and increased administrative duties.

When I retired in 2001, I could not say that the position I was leaving was anything close to the position I accepted in 1989.

The decade of the 1990's was filled with change as was also true for much of the rest of the country.

This continues as we enter the 21<sup>st</sup> century not knowing where these changes will take us.

The only thing we are sure of is the fact that business management education has been and is one way that entrepreneurs can survive and succeed in this world of ours. ■

# Farm Organizations Write In



OFFICE OF PRESIDENT DOUG PETERSON

February 24, 2003

John Murray  
State Director  
Farm and Small Business Management Program  
Minnesota State Colleges and Universities  
500 World Trade Center  
30 East Seventh Street  
St. Paul, Minnesota 55101

Dear John,

On behalf of the members of Minnesota Farmers Union, I would like to congratulate you and your colleagues on the 50<sup>th</sup> Anniversary of the Farm Business Management Program.

The three-part mission of Farmers Union includes legislation, cooperation, and education. MFU is proud of its record of commitment to education, and proud to have been associated with the Farm Business Management Program. Many of our members have benefited from the hard work and dedication of your agriculture educators, and we appreciate their continuing commitment to excellence.

Again, congratulations on your 50<sup>th</sup> Anniversary!

Warmest regards,

Doug Peterson



*Doug Peterson*

600 CTY. ROAD D WEST • STE. 14 • ST. PAUL, MN 55112-3521 • PHONE: 651.639.1223 • FAX 651.639.0421 • E-MAIL: DOUG@MFU.ORG

50th



*Cy Carpenter*

January 29, 03

Mr. John Murray, State Director  
Farm & Small Business Management Programs  
500 World Trade Center  
30 East Seventh St.  
St. Paul, Mn. 55101

Dear John,

Congratulations to you and your colleagues for the 50 plus years of Commitment and Service to Farmers, the Communities, Production Agriculture and our country as a whole. It is no exaggeration to state that the Food, Fiber and total of Products coming from Production Agriculture, are fully comparable to the best of contributions from any other source, that make our great Nation what it is today.

It is equally true that, without the direct physical and intellectual contributions of those individuals working and contributing in this Community of Agriculture, this could not have happened, as it has not taken place in other parts of the World.

The fifty years of involvement and contribution by those from your special area of participation, and the Farm and Small Business Management Programs in particular, is a clear illustration of both the commitment and priceless results. This is also an important and necessary example of how a wide range of accumulated knowledge and education can be brought into direct focus and application (where the rubber meets the road) to improve and enhance another great profession, "Farming".

The history of contribution and success the Farm Business Management Program has developed in the past 50 years is a direct result of the countless hours, unselfish commitment, Priority Values, and Personal Discipline and Direction provided by those of you who "are" that Program.

As one who was literally born and raised on a farm, and having spent my entire career life working with Farmers and those of Production Agriculture, I have witnessed both the contributions and success of this effort.

As a leader in Farmers Union at the State and National levels, and as a participant in the International Federation of Agricultural Producers, I have witnessed the unbelievable progress and contribution from Agriculture here, with the cooperation and input from Organizations such as yours, and the equally unbelievable retardation of Production Agriculture in other parts of the World because of the lack of knowledge or application thereof.

Perhaps the most glaring and ironic illustration of this tragic situation is that, in our Country one of the leading health problems and cause of death is "Obesity". At the same time, throughout the World we lose over one million persons every year, mostly women and children, from "Malnutrition and Starvation".

While you and those you work with can and should be very proud of what you have helped develop over the past 50 years, there are great Challenges and vast areas of Unmet Needs waiting in the next 50 years. Congratulations. Thanks and Full Speed Ahead.

Sincerely,

*Cy Carpenter*  
Cy Carpenter

# Farm Organizations Write In



**Minnesota Agri-Growth Council**  
408 SAINT PETER ST., SUITE 20 • SAINT PAUL, MN 55102 • PHONE (651) 905-8908 • FAX (651) 905-8902

EXECUTIVE DIRECTOR  
MYRON JUST

EXECUTIVE BOARD

President  
ALLAN J. ANDERSON, VP  
CIS Construction

Vice President  
PAUL CHURCH, Pres. & CEO  
Agribank Farm Service, ACA  
& Farm Credit Administration

Secretary  
MAHLON SCHNEIDER, VP  
Hortel Food Corporation

Treasurer  
GAIL STEIN, President  
Hortel Food, Inc.

Director  
DONALD, Vice President  
Lund's, Inc.

JOHN BURDETT, Partner  
M&C, LLP

THOMAS C. CROSBY, Exec. VP  
Barnett Agri. Distrib. Inc.

JOHN CHAMBERLAIN, Manager  
Agricultural Risk Insurance Center,  
State Farm Insurance

ROBERT COLLINS, Chairman & CEO  
Minnesota Cattle Raisers Assn.

JOHN J. GORMAN, Chairman & CEO  
Zemco Turf, Inc.

GARY JOHNSON, Executive Director  
Minnesota Soybean Growers Assn.

DAVID JOHNSON, Farmer CEO  
Dorland & J. L. Johnson, Inc.

JOHN LARSON, President  
Minnesota Soybean Assn.

JOHN L. MCHUGH, Sr. VP  
Minnesota Soybean Assn. & Media

CHARLES J. MCHUGH, Jr., CEO  
Minnesota Soybean Assn. & Media

THOMAS J. MCHUGH, President  
Robert Dairy, Inc.

JAMES H. MCHUGH, President  
M&C, Inc.

MARVIN MCHUGH, Executive Director  
Minnesota Soybean Assn. & Media

MICHAEL J. MCHUGH, Executive Director  
Minnesota Soybean Assn. & Media

FOUNDER  
EARL W. ECKSTEDT  
Minnesota Soybean Assn.

STAFF  
STANLEY MCHUGH, President  
D. J. LEARY, Media Consultant

January 24, 2003

John Murray  
MnSCU  
500 World Trade Center  
30 E. Seventh St.  
Saint Paul, MN 55101

Dear John:

Congratulations on the fiftieth anniversary of MnSCU's Farm Business Management Program.

This pioneering program has been very helpful to the development of every segment and region of Minnesota agriculture.

As we have seen farming become much more capital intensive, riskier, more complex and a sophisticated business as well as a way of life, your programs have helped farmers to be competitive managers in their businesses.

Good luck to you as you find new, more efficient ways to ensure those skills in the 21<sup>st</sup> Century.

Sincerely,

Myron Just



Myron Just



**minnesota farm bureau federation**

March 7, 2003

**RE: FARM BUSINESS MANAGEMENT PROGRAMS  
50<sup>TH</sup> ANNIVERSARY**

Congratulations on 50 years! The Farm Business Management Program has an enviable legacy that has contributed to the underpinning of Minnesota agriculture.

The program has been on the fore-front of bottom-line exploration for many producers, that same bottom line that shows success or the need for change. It is as important a program now, as it was in the 1950's. We are proud to have had the opportunity to work with the FBM personnel and will continue to work with and support their activities in the future.

While we pause to celebrate, let us rededicate our efforts to Minnesota agriculture in the 21<sup>st</sup> Century.

Once again, congratulations!

Sincerely,

Al Christopherson  
President

AC/kfo



Al Christopherson

Remembering Minnesota's Farm Business Management Program

Thanks and congratulations to all who have given us a half-century of state and national leadership, for agriculture and for small businesses. Relatively few programs have a comparable record of accomplishment, even as that program now seems to be taken for granted.

Countless individual farm operators, their families, their rural communities, their state, and indeed their nation, have been and are beneficiaries.

Thanks is owing Dr. Milo Peterson, George Cochran, Dr. Ed Persons, Odell Barduson, John Murray and the legion of devoted Farm Management instructors who crafted and implemented this remarkable program over these 50 years.

I particularly remember our timely triumph over a misguided U. S. Department of Veterans Affairs, which was determined to deny the benefits of the "GI Bill" to veterans of World War II and Viet Nam, whose education choice was Farm Business Management Education, making farm veterans second-class citizens.

It is my pleasure to have had the opportunity, representing Minnesota Farmers Union, and as a member of the State Board of Technical Colleges, to have been associated with this enduring public service.

F. B. Daniel  
1379 Jurdy Rd.  
Eagan, MN 55121



F. B. Daniel

Physical Address: 3080 Edendale Place, Eagan, MN 55121-2118 Mailing Address: P.O. Box 64370, St. Paul, MN 55164-0370  
Phone: (651) 905-2100 Fax: (651) 905-2159 e-mail: mfbf@aol.com www.minnesotafarmbureau.org



STATE OF MINNESOTA  
DEPARTMENT OF EDUCATION  
ST. PAUL 1

Vocational Education  
Centennial Building  
658 Cedar Street  
St. Paul 1, Minnesota

April 27, 1960

Mr. Charles Painter  
Adult Agriculture Instructor  
Austin Area Vocational-Technical School  
Austin, Minnesota

Dear Mr. Painter:

At a meeting of the State Vocational Advisory Committee on April 20, 1960, the group unanimously agreed to recommend to the State Board of Education that the position of Vocational Agriculture Program Coordinator be included in the State Plan for Vocational Agriculture.

Mr. Cochran's presentation, which I verbally supported was necessarily brief and I do not believe that most members of the committee fully appreciate the work that is being done now in farm management. If you would have adequate copies of your 1959 Annual Report to send to the members listed below along with a note that this is a part of the work of the Vo-Ag Program Coordinator. I think it would be a good public relations move.

We probably have not accomplished all that you had in mind for the farm management program, but I hope you will agree that the State Plan change is a move in the right direction.

Mr. William Pearson  
Master of Grange  
Ogilvie, Minnesota

Mr. Edwin Christianson  
Farmers Union  
2470 University Avenue  
St. Paul 14, Minnesota

Mr. Edward Sletton  
Minnesota Association of  
Cooperatives  
2651 University Avenue  
St. Paul 14, Minnesota

Mr. Clinton Hess  
Farmers Union  
2470 University Avenue  
St. Paul 14, Minnesota

Mr. C. W. Myers  
Minnesota Farm Bureau Federation  
420 Commerce Building  
St. Paul, Minnesota

Mrs. Roy Olson  
Route 5  
Stillwater, Minnesota

Mr. Russell M. Schleuder  
Electrical Machinery & Mfg. Co.  
800 Central Avenue  
Minneapolis, Minnesota

Mr. Glen Jadwin  
Minneapolis Vocational School  
3rd Avenue South & 11th Street  
Minneapolis, Minnesota

Mr. Otto Christenson  
Minnesota Employers Association  
1600 Pioneer Building  
St. Paul, Minnesota

Mrs. Lila Thurston  
Home Economics Teacher  
Faribault High School  
Faribault, Minnesota

Sincerely,

*William C. Knack*  
William C. Knack  
Assistant State Director  
Vocational Education

WCK:sms

VoAg  
Coordinator  
Position  
Comes  
About

# CELEBRATING 50 YEARS OF FARM MANAGEMENT EDUCATION AND REGIONAL AGRICULTURE COORDINATION

---

*by Jim Molenaar, Regional Dean of Management, West Central Minnesota*

No individual, group or organization can lay claim to the success of Minnesota's farming industry. We have been blessed with great resources and the means to develop them. The farm management education program has played a critical role in educating the farmers of Minnesota to maximize those resources. The Agriculture Advisory Committee for Farm Management Education developed a policy review (1977) stating, "of all of the States in the Union, Minnesota has been most careful to insure that an adequate education system existed for agriculture at the high school, post high school and adult levels." This commitment to adult education has continued into the present. The legislature, state colleges and universities, farm management education instructors and most importantly Minnesota farmers, have developed and participated in an educational program that is both vital and unique.

The position of "Area Agriculture Coordinator" was established by amendment to the State Plan for Vocational Education in 1960. A great deal of vision and planning had been required to bring about this unique leadership position in agriculture education. The coordinator was charged with conducting activities in agriculture education for the area that could not be accomplished by individual schools or instructors. He was asked to conduct the farm record analysis process, provide in-service to teachers, develop teaching materials, direct the regional Future Farmer of America activities and organize and teach classes on an area-wide basis.

The people who have served agriculture education in this position have been organized under four different titles. Initially (1953-60) they were called "Area Agriculture Instructors." When the State Board of Education officially approved the position in 1960, the term "Area Agriculture Coordinator" was attached to the position. In 1991 the area agriculture coordinator was renamed to become "Regional Agriculture Program Manager." Most recently, the title of "Regional Dean of Management Education" has described the position under the Minnesota State College and Universities System.

*NOTE FROM AUTHOR: This is an excerpt from The History Development and Future of the Area Agriculture Instructor, Agriculture Coordinator, Regional Agriculture Program Manager and Regional Dean of Management Education, August 1995. It may be noteworthy to recognize that a regional leadership position of this nature is unique within Minnesota education systems as well as nationally. For whatever part we have served in the development and success of the farm business management education program, I wish to join the individuals who have served in this position past and present, in congratulations and wishes for a continued bright future.*

**AG IN ACTION**  
MAGAZINE

Jerry Schoenfeld Greater State Advisors  
2600 Eagan Woods Drive, Suite 200  
Eagan, MN 55121

PRSRT STD  
U.S. POSTAGE  
**PAID**  
Permit No. 21  
Faribault, MN

