



Minnesota Technical College System

State Board of Technical Colleges

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An Equal Opportunity EDUCATOR and EMPLOYER

EDUCATION FOR FARMERS

a review of current activities
in adult education for farmers
and suggested program improve-
ments

Prepared for:

Minnesota Farmers Union
CENEX, Inc.

Farmers Union Grain Terminal Association
Farmers Union Livestock Marketing Association

WHITING & ASSOCIATES, INC.
St. Paul, Minnesota
July 28, 1975

INTRODUCTION

This study is designed to evaluate and provide summary recommendations for the improvement of adult education in agriculture. Information contained in this study was gathered for the period of September 20, 1972 through September 20, 1973. This period was selected to fit a typical fall to fall enrollment period in the schools. The survey data was then held until all reports from the local districts were filed with the State Department of Education. These official school reports were used to verify the data collected by Whiting & Associates, Inc.

The study and analysis is based on information obtained from five groups of participants in adult agriculture programs. These are:

- 1.
1. Adult and Veteran Agricultural Instructors
2. Enrolled (participating) Farmers
3. Non Participating Farmers
4. Small Businesses
5. Regional/State Agribusinesses

Each of these target groups was analyzed independently, as well as, in concert with each other to provide an overview of the needs of farmers from several points of view. The study identifies educational needs of farmers in terms of curriculum, enrollment potential, costs, and program design. Back-up statistical data is provided in appendix exhibits.

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CONCLUSION AND RECOMMENDATIONS

Program Availability

A significant need for an expansion of Educational Services to Farmers was indicated by farmers, businessmen, bankers, teachers and farm organization representatives interviewed during the course of this study. Current educational programs for farmers, as currently evidenced by the adult farm management and veteran farm management programs, serve 12,267 Minnesota farmers and farm families. Represented in this enrollment are 7,316 actual farming operations. Data from the 1970 Census of Population indicates that Minnesota's agricultural industry is composed of 81,720 farming operations, individually and corporately owned. The remaining 64,468 farming operations represent a potential service demand, on the part of farmers, for educational programs.

IT IS RECOMMENDED THAT policy and economic commitments be made by State and National Leadership, both Legislative and Administrative, to fulfill the needs. Such commitments need to be made with the broad support and involvement of the total Agricultural Industry. Organized communications and Lobbying efforts need to exist to assure complete and rapid implementation.

In addition, the State of Minnesota in cooperation with Minnesota's Agricultural Industry make an indepth "needs assessment" directed at determining Adult Farmer Educational program needs by school district and that a long range plan be developed to fulfill the needs of Minnesota's Farmers.

Strengthening the Adult and Veteran Farm Management Program

Considerable respect for the adult and Veteran farm management program was expressed by farmers, agriculture instructors, and businessmen interviewed. This is evidenced by the previously stated requests for its expansion in size. Additional courses requested by both participating and non-participating farmers and suggested as necessary by the instructors include:

- Financial Planning
- Financial Management
- Agriculture Credit
- Budgeting
- Cash Flow
- Tax Management
- Futures Marketing

Farm Commodity Marketing
Grading of Farm produce
General Management
Agricultural Law
Estate Planning
Farmstead Planning
Mechanized Agriculture
Livestock Husbandry
Livestock Nutrition
Agronomy
Ag Chemical use
Fertilizer use
Environment and soil conservation and
energy use and conservation.

In addition, farmers and Business Leaders alike expressed the need for greater farmer control in community activities, and suggest the need for training in this area. Ag teachers also reported many requests for such a program.

IT IS RECOMMENDED THAT Minnesota Farmers Union, CENEX, Inc., Farmers Union Livestock Marketing Association and Farmers Union Grain Terminal Association in cooperation, and concept, with other ag businesses and farm organizations urge the State Department of Education and University of Minnesota, Department of Agriculture Education to conduct into an indepth study of auxillary management training for farmers. A course of study should be developed to include the identified classes and that Teacher Workshops be conducted for in-service training. Furthermore, these courses should be instituted in all Agricultural Education programs and particularly the Adult programs. This should be accomplished by integrating each course in present program and adding special enterprise courses, when appropriate.

It is also recommended that the State Department of Education and University of Minnesota Department of Agricultural Education be urged to develop a complete curriculum to instruct farmers in the purposes, methods and techniques of providing Community Leadership. The following areas should be a part of such a course:

1. History of Rural Growth and Development
2. Values of Community Leadership roles.
 - a. Social Implications
 - b. Political Implications
 - c. Economic Implications
 - d. value to the Individual
 - e. value to the Family
 - f. value to the Family Farm Enterprise
3. Public Speaking
(Getting your thought across)
4. Basic Parliamentary Procedure
5. Study of methods-Cause/Benefit of influencing or becoming involved in:
 - a. Political Leadership
 - b. Church Board Leadership
 - c. School Boards Leadership

- d. Business and Coop Directorship
- e. Youth Organization Leadership
- f. Farm Organization Leadership
- g. Service Club - Kiwanis, Elks
- h. Elective Posts-Leadership
- i. Advisory Committee Leadership
- j. Appointive Posts Leadership
- k. Fair Boards, etc.
- 6. Setting goals-self-family-involvement.
 - a. Youth Organization Involvement
 - b. Elective Office Involvement
 - c. Political Involvement
 - d. Service Club Involvement
 - e. Farm Organization Involvement
 - f. and other Community Activities.

This program of instruction is to develop the Ag Community Leadership to be integrated into existing programs and where appropriate be offered as Special Enterprise programs. Teacher Workshops should be held to integrate such courses into all Ag Programs.

Farm Organization

Farmers indicated that farm organizations need to work harder at identifying needs of farmers and responding more rapidly. Also, from their point of view, the Farmers have control over Farm Organizations, needs to be increased. Farmers, Businessmen and Ag Teachers all rated the need for an Educational Program on this farm organization to be very high. Since farm organizations are designed to be an integral part of the farming operation, education in this area was indicated as a "must" part of farm management education.

A low percent of the agriculture instructors maintain membership in farm organizations. Instruction in farm organizations as part of the adult and Veteran is sporadic and related to the availability of resource personnel from the individual organizations.

IT IS RECOMMENDED THAT Minnesota Farmers Union in cooperation and concert with other farm organizations review their organization structures in order to identify methods to improve communication with farmer members and farmer control. A second consideration should be the undertaking periodically, perhaps annually or semi-annually of an independent assessment of the individual farmer members needs and relationship to his or her farm organization.

In addition, special consideration should be given to generating a program of participation incentives in farm organizations for Teachers. Obviously, they would find it impossible to "take sides" on issues, but would benefit greatly in a "for information" participatory role. It is also obvious that it would be expensive for the Teacher to pay to belong to all thought Leader Organizations. Consideration of a "Low Cost" Associate membership category may be appropriate.

Finally, a course of instruction for farmers in the value,

utilization, use, function, and control factors of Farm Organizations, as well as their implication on Farming. Furthermore, in-service Teacher Workshops need to be held to implement such a program into all current Ag Education Programs.

Teacher Education

Farmers, Businessmen and Teachers all expressed a real concern for the number and quality of Ag Instructors. There has been, for several years a continuing shortage of Ag Instructors. As of this date, there are 19 Ag teaching jobs vacant in Minnesota with no teacher supply. As this situation continues the supply of "qualified" Ag Instructors will no doubt be in severe jeopardy. This current shortage of Agricultural Instructors, projected into the future, suggests a need to consider alternative methods to teacher certification.

Agriculture Instructors need a continuous supply of "Outside" information and assistance. The cooperation of Industry, Farm Organizations and Ag Teachers is essential in Adult Farm Management programs to maintain current up-dated program input.

IT IS RECOMMENDED THAT Minnesota Farmers Union, CENEX, Inc., Farmers Union Livestock Marketing Association and Farmers Union Grain Terminal Association in conjunction with other agribusinesses and farm organizations urge the University of Minnesota Board of Regents to seek cooperation with all of the institutions of higher education within the State of Minnesota in developing Agricultural teacher pre-service education programs for the purpose of more adequately filling the needs of both education and Minnesota's agricultural industry. This would serve to provide assurance that high standards be maintained and that all Agricultural teacher education programs would be developed under the supervision of the Department of Agricultural Education of the University.

Teacher certification should continue to require the "Practical on the Job" experience requirement for Vocational teacher certification. Teacher training institutions should be encouraged to develop a program whereby farming experience can be accumulated by Ag teachers. A Farm background or practical Farming experience is a must. Particularly in relation to the adult and veteran farm management certification, requirements, an alternative to assuring continuing teacher supply would be to develop standards for the certification of practicing farm operators and managers as instructors.

Other considerations for teacher up-grading and up-dating are:

1. To increase the number of teacher workshops. The utilization of industry appears essential in this activity to and in creating "Balance" to the efforts.
2. To develop a program for teacher industry cooperation. "Learn Time" for teachers for periodic work experience training in industry based on individual educational needs of the teacher needs to be provided.

3. To expand the professional ability, job responsibility, and the number of Ag Coordinators. These Coordinators need to be increased from eight to eleven in number. More extensive "On-the-Job-Aids" to be provided **instructors at all levels.**

To assist in providing up-to-date and relevant teaching aids a central Library and information service center should be established. This would serve to maintain communications between ag teachers at all levels, the agricultural industry, production agriculture and farm organizations. This service should include materials that are or can be used as supplemental aids to the Educational Program, and should include, Books, Bulletins, Magazines, Slides, Tapes, Movie Films and other materials that can be of aid to the program. Such a resource center should also include a speaker Bureau and catalogue of other aids. This service is badly in need by the Industry.

Low Income and Small Farmers

A great amount of concern was expressed by Businessmen and banking groups toward providing programs specifically aimed at Farm Management Education for low income farmers. Many suggested that participation for Low Income Farmers be mandatory.

IT IS RECOMMENDED THAT special studies be prepared for all Ag teachers relating to Education in Management for small or low income Farmer. Consideration of expansion of specialty farming programs should be implemented.

Off the Farm Business Education

Since farming and ag-business are interdependent farmers who have ownership in many of these businesses expressed a need to understand their role and the function of "Off-the-Farm" agri-business and its relationship to the Farmer. The highest rated demand for program improvement was in this area and Farm organizations.

IT IS RECOMMENDED THAT a course of instruction be developed, from the course of study outline, on value, utilization, control factors and its implication on Farm production of Off-the-Farm Ag related "Off-the-Farm Businesses." That extensive in-service teacher workshops be held and that the program be integrated into all Ag Courses.

CHAPTER I

THE AGRICULTURAL EDUCATION DELIVERY SYSTEM

University of Minnesota

Teacher In-service and Pre-service education is the basic function of the University. To accomplish this, the Department Staff of the College of Agriculture conducts research, program review and analysis on a continuing basis. The results of these efforts are communicated to the State Department of Education, Division of Vocational Education, Adult Education Unit, directly to teachers through workshops, pre-service education, and through eight Ag Coordinators located in A.V.T.I.'s throughout the State. Four of the six campuses of the University of Minnesota offer agriculturally related subjects.

State Universities

Formerly known as the state colleges, seven university campuses exist in Minnesota. Three of these institutions offer agricultural subjects, one of them doing so through the Tri-College system using the North Dakota State University.

Community Colleges

There are nineteen community colleges in Minnesota. Three offer courses in either production agriculture or ag-business.

Local School Districts

Minnesota's 445 local school districts comprise the major delivery system for providing educational programs to persons desiring to enter agriculturally related occupations. These programs are provided elementary and secondary schools, secondary vocational centers and area vocational technical institutes.

Elementary and Middle Schools

These schools, 1183 in number, in a few instances are providing Agricultural Career Education to their students.

Secondary Schools

Two hundred ninety nine of the 632 Secondary Schools have Agriculture Departments that offer a range of Ag Education from 11th and 12th grade Agriculture through Adult Farm Management. Some schools offer 9th grade Agriculture without State Financial Support.

Secondary Centers

There are 54 cooperative Secondary Vocational Educational Centers with 2 or more school districts joining in a central location to provide educational services that could not be provided independently by the participating districts. Nine of these Centers offer some type of Agricultural program to Secondary students.

Area Vocational-Technical Institutes

Twenty eight of 33 A.V.T.I.'s offer some type of Agricultural program. The range is from one class of Flora-Cultura to a wide range of Ag courses.

State Department of Education, Division of Vocational Education

Program approval, program planning, program operational guidelines, program funding assistance, and technical service are the roles of this Division.

State Categorical Aids are used for these programs. The State currently funds 75% of the Local Instructors Salary and 50% of his travel. (The balance is generated at the Local level)

The Adult Education Unit assists Local districts by providing guidance and counselling in program operations, funding and quality control. This is done through direct contact, Teacher Workshops, and through 8 Regional Coordinators.

Ag Coordinators

This role is identified independently because of joint funding arrangement.

The State is divided into 8 Agriculture Education Regions. One Coordinator is responsible for each region, and for articulation of Ag Education between institutions and program levels in that region.

In the past, the Coordinator was funded by various units

in the State Department, but headquartered in an Area Vocational School. He provided assistance and guidance to - Secondary, Post Secondary (AVTI), Adult and Veteran Farmer Instructors.

Currently the Coordinator is funded on the basis of 50% of salary and travel, Adult Section of the Vocational Division, and 50% from his A.V.T.I. location. This no doubt, will cause some dramatic changes in the role of the Coordinators.

Procedure for Developing Adult Agriculture Programs

Adult programs are established by the Superintendent and Boards of anyone of the above. Usually such programs are established as a result of requests of the Adults in the community. Many Schools encourage adults to request programs. This happens where the school administration has defined and recognized a need.

The District recruits students, hires the Instructors, and conducts the program. The Districts currently fund 25% of the Instructor's salary, 50% of the Instructors travel cost, and any overhead administrative costs. They usually charge the student a fee or tuition to cover part of the program costs. The District must receive State Department approval for new programs, especially if State funding is to be requested.

The State Department plays a very heavy role in either encouraging or discouraging the growth of adult programs.

CHAPTER II

VOCATIONAL AGRICULTURE INSTRUCTOR

Analysis

Six and eight tenths percent (6.8%) of all Adult and Veteran Instructors were interviewed. Of those interviewed, 73% were teaching Adult Farm Management and 27% Veteran Farm Management.

Community Participation

A high percentage of teachers are involved in community or statewide activities, with heavy emphasis on Professional Teacher (76.9%) and Church Leadership roles (69.2%).

Community Development Organizations (34.6%) and Local Educational bargaining units (38.5%) rate second.

Farmer societies or organizations, relating directly to Agricultural production appear to have an extremely low priority, running at about 3.8%.

Farming or Ag-Business Activity

Thirty eight and four tenths percent (38.4%) of the Instructors are directly involved in either farming or an Ag related business activity. Only 1% of this group are involved in an Ag-Business through capital input.

This would indicate that a high percentage of Instructors have a continuing opportunity for a "Practicing Farmer" background which should add to their ability to teach.

Educational Needs Profile of Instructors

100% Hold a B.S. Degree with a Major in Ag Education.

30.8% Have a M.A. Degree

11.6% Have a Minor in Ag Economics.

Others hold minors in Animal Science, Math, Science.

11.5% Are currently working on additional degree credits at the University of Minnesota.

Teacher In-Service Training Needs

The teachers surveyed emphasized the following needs to better carry out their professional roles:

- 26.9% need professional improvement, in the areas of Ag Department and/or Ag Program Management. The comments emphasized a need for the needs analysis (Market Study), setting Department Goals and Objectives, Resource Allocation, Delegating, and Results Measurement.
- 19.2% need more professional development in Technical Agricultural Marketing.
- 15.4% need professional development in Legal aspects of Farm Management, including and with emphasis on Tax Laws and Tax Planning, and Estate Planning.

A high percentage requested more training in; setting family objectives, Farmstead planning, Credit, Finance, and cash flow. Livestock care and nutrition and others.

Instruction in Community Leadership

Sixty four and four tenths percent (64.4%) of the Adult Instructors and 28.6% of the Veteran Instructors do not include programs on Community Leadership in their courses. The Veteran Instructors that do teach this subject seem to have a somewhat structured program and do some rather specific subjects.

Instruction in Off the Farm Business

Forty seven and four tenths percent (47.4%) of the Adult Instructors and 28.6% of the Veteran Instructors Do Not teach courses that involve the relationship of Off-The-Farm Ag-Business with Farming. Those who do, do not provide instruction from a pre-planned structured course.

Instruction In Farm Organizations

Sixty eight and four tenths (68.4%) of the Adult Instructors and 42.9% of the Veteran Instructors Do Not include courses that teach the relationship of Farm Organizations and societies with Farming. Those who do, accomplish such instruction by individual on the Farm discussions and/or by inviting represenatives of Farm organizations to speak.

Student Needs for Instruction in Business-Farm Organization Use and Function

Eighty four and two tenths percent (84.2%) of the Adult Instructors and 100% of the Veteran Instructors feel that a unbiased, pre-planned course needs to be developed and implemented at all levels. Individual Instructors comments lend extensive rationale for such efforts.

Generalized Student Needs

A category of "Other Program Needs" indicate a wide variety of program needs. Ag Instructors suggest that their Farmer Students need Educational opportunity in the following general areas:

1. Financial planning and Management, including Credit, Budgeting, Cash Flow, and Tax Management.
2. Marketing of Farm Products, including Futures, grading, etc.
3. Farm (Agricultural) Law and Estate Planning.
4. General Management (expanded).
5. Farmstead planning and Mechanized Agriculture.
6. Livestock husbandry and nutrition.
7. Agronomy, Fertilizer and Chemicals.
8. Leadership, public speaking and Environmental Control.

Current Program Improvement

The greatest need cited by the teachers are in the areas of program expansion. Twenty six and nine tenths percent (26.9%) cited specific need for program expansion with identification of applicants. Included in this need expression 73.1% cited the need for more capital to operate current programs, provide more high quality Instructors and for expansion of the program.

Other recommendations include illustration of the importance of agriculture to World and U.S. needs, greater communication within the community, revision and update of current material and other needs as cited in program needs statement on page 23.

Ag-Business - Farm Organization Course Implementation

Forty six and two tenths percent (46.2%) felt that

courses dealing with Ag Business - Farm Organization should be added in a structured format with direct ties to the farm operations, to reflect on earnings, agricultural progress, Ag Law, etc.

Specific program needs were effectively outlined in an approach to a non-controversial program outline.

The Instructors were split 50-50 on whether such a program should be integrated into present courses or offered as a special course.

CHAPTER III

THE ENROLLED FARMER

Farm operators and/or managers who are currently enrolled in either the adult farm management or veteran farm management program were selected as one of the target groups for interviewing. Their responses are presented in this chapter.

Land Use

Ninety two percent (92%) of those interviewed owned and operated their own Farms. About 1/2 of this group rented additional acreage for production purposes.

Eight percent (8%) either rented their Farms or were hired managers for "absentee" owners.

	<u>Acres Owned</u>	<u>Acres Rented</u>	<u>Total Acres in Production</u>
0-320	60%	90%	26%
321 and over	40%	20%	74%

Cropping figure indicates that a high of 92% raise corn while 82% raise hay. On the converse, a high of 53% raise beef, 47% have a Dairy herd while 8% have no Livestock.

Ag Community Participation

Youth activity ranges from a low of 3% to a high of 47% with 13% having no participation. Only 39% of families take Vocational Agriculture.

Thirteen percent (13%) of families indicate that they do not participate because their are no Vo-Ag classes or youth clubs in their area while 15% have children who do not fit the age requirements.

Fifty three percent (53%) of the farmers interviewed serve on Farm Organization Boards. Advisory Committees and Town Board Memberships show a 26% participation, while 22% are involved in church committees and boards. A broad number

of activities are listed with a smaller percentage of participants.

Educational Profile

61% of the husbands have completed from 8 to 12 years of formal education, while 36% of the wives fall in this category.

5% of the husbands have completed 4 years of college with 21% completing Vocational School, while 28% of the wives have 4 years of college with zero wives completing Vocational School.

Farm Organization Participation

The enrolled farmers were interviewed about their membership and participation in farm organizations. Fifty-eight percent (58%) of those surveyed belong to one or more farm organizations with 42% not belonging to any farm organization.

Of the 58% interviewed that do maintain membership, 3% are members of Grange. The balance are distributed equally between Minnesota Farmers Union, Minnesota Farm Bureau, and the National Farmers Organization.

The respondents who indicated membership in one or more farm organizations expressed the reasons for belonging and level of satisfaction as follows:

Minnesota Farmers Union

The work done with the State legislature and the Congress received the approval of 90% of these members. Reasons for belonging were; 10 improve the family farm-6%, to receive essential education-20%, availability farm supplies and marketing-20%. Several other reasons were classed in the miscellaneous category.

Minnesota Farm Bureau

Fifty percent (50%) appreciate the insurance service while only 20% belong because of legislative influence. A small percentage mentioned; conservative approach, democratic control, community service and others. Sixty percent (60%) indicated satisfaction with the services provided.

National Farmers Organization

Sixty two percent (62%) of the N.F.O. members interviewed did not comment on their reasons for membership or satisfaction. Twenty five percent (25%) indicated that they belong to bargain for better prices, while 13% belong for Economic reasons. Fifty percent (50%) indicated satisfaction with services provided.

Minnesota Grange

One hundred percent (100%) of the farmers belonging to the Grange indicated educational and social benefit as the reason for membership and satisfaction with services provided.

The 42% who do not belong to Farm organizations, failure of the organizations to serve the farmers needs or to benefit. Farmers as indicated was cited as the major reason for not belonging. Only a small percentage say they are too busy or are not interested.

Lack of control over the activities of farm organization to which they belong was an expressed concern of those farmers who indicated membership in and or more farm organizations. Twenty nine percent (29%) of these farmers feel that farmers have either no control or less than desirable control over activities of Farm organizations, while only 3% felt that farmers did have control.

Approximately three-fourths of those interviewed felt that efforts should be made to increase Farmer control. Twenty one percent (21%) had no comment. Method suggested for increasing control were more participation and increased knowledge. Eighteen percent (18%) of those interviewed hold leadership positions in farm organizations.

There seems to be a real demand for increased knowledge in how farm organizations function, what they stand for and how they are structured. This general category accounts for 61% of the respondents. Others would like better financial accounting information, etc.

Off the Farm Business

Forty two percent (42%) of the respondents have ownership and participate in at least the annual Stockholders Meeting while 58% participate only as a consumer. The major concern of the farmers in relation to off the farm-business seem to be in the area of trained employees, keeping up with current development, maintenance of operational efficiency, and need assessment of Agriculture. Seventy six percent (76%) share these concerns. Secondary concerns are: 1) satisfaction with the current level of services-35%, and 2) for promptness, truthfulness and better product use, and communication.

The need for increased responsiveness to farmers needs, to help farmers work together and to expand the social and economic impact of rural coops on rural minnes were stated as reasons for expanded control. Seventy six percent (76%) of the respondents feel that farmers control needs to be strengthened since farmers have little or no control over the operations of off the farm businesses. In general, however, 16% feel they have good control through cooperatives.

Educational Needs

The enrolled farmers were questioned to determine the needs, from their point of view, for educational programs. Their responses have been summarized as follows:

New adult programs: Training in marketing, financial planning and cash flow rated the highest number of requests. Forty eight percent (48%) felt this need. Other requests are for speciality courses.

Existing program improvement: Expansion of existing programs and increasing the number of quality instructors. Forty five percent (45%) made this request. Eleven percent (11%) want refresher courses. The list of program improvement needs is quite extensive.

Farm Organization education: Sixty one percent (61%) felt strongly that courses in service organization use and control should be added to all ag programs. Thirty-one percent (31%) had no comment. Courses on organization, function, control, policy, services offered, goals, and use of farm organizations are expressed as a necessity in the view of a high percentage of farms. Historic reviews and in-depth study of purpose and value were also high in the rating.

Off the farm business education: Seventy nine percent (79%) of the respondents felt strongly that courses on Ag business operation, use and control should be added to all Ag programs. Five percent (5%) said no, while 16% had no position. Sixty three percent (63%) expressed specific interest in programs that would teach an understanding of different types of Business operations, their function and implication on Agricultural operations, and "anything that pretains to Business". Their is high interest in programs regarding credit, lending limits, interest rates, assets to liability requirements, etc., knowledge on "what prices are based on" (market and supply) tax loss methods and others.

Method of Instruction: Fifty three percent (53%) felt that such courses as listed in this section should be offered as a part of current agriculture, Veteran, or Adult curriculum. Thirty four percent (34%) feel that the courses should be designed as a special program. Eleven percent (11%) had no comment on methodology.

CHAPTER IV

THE NON-PARTICIPATING FARMER

Farm operators and/or managers who were not enrolled in either the adult farm management or veteran farm management program were selected as one of the target groups for interviewing. Their responses are presented in this chapter.

Land Use

All of those interviewed were Farm owners, with 60% renting additional acreages.

Land ownership ranged from 191 to 500 acres - rentals ranged from 160 to 200 acres, for additional land 60% of the respondents operate up to 300 acres while 20% operate between 300 and 600 acres. The balance operate more than 600 acres.

Cropping figures indicate that all of the respondents raise corn and hay while 80% have dairy cattle, 60% have hogs and beef.

Ag Community Participation

Sixty percent (60%) of the respondents, young people participate in no agricultural youth or club activity. Forty percent (40%) participate in F.F.A. and 4-H, 10% in Farmers Union. Thirty three percent (33%) indicate no youth activity is available in their area.

Sixty percent (60%) of the respondents do not participate in Adult Farm Management classes because they do not have the time.

Educational Profile

Sixty percent (60%) of the husbands and 80% of the wives have completed 13 years of formal education.

Farm Organization Participation

The non-participating farmers were interviewed about their membership and participation in farm organizations. One hundred percent (100%) indicated that they belong to one or more farm organizations, with 40% being members of Minnesota Farm Bureau and 60% being members of Minnesota Farmers Union. Their reasons for membership are as follows:

- 80% - Belong for educational and social values.
- 20% - To receive Insurance.
- 20% - Agreement with legislative efforts.
- 20% - Agree with the philosophy of the organization.

The respondents indicated the following level of satisfaction with the farm organizations to which they belonged:

Minnesota Farm Bureau: Twenty percent (20%) of the Farm Bureau members responded to this question indicating they felt that Farm Bureau was successful by getting better grain prices.

Minnesota Farmers Union: Response to the effectiveness of Minnesota Farmers Union indicated 34% of the respondents satisfied with the organizations response to legislature situation, 33% having general satisfaction with the Farmers Union, and that 33% felt that the organization performed well in the provision of supplies. It should be noted that this last response seems to indicate a distinct lack of clarity in the relationship between the Minnesota Farmers Union and the Farmers Union marketing and supply cooperatives.

Lack of control of farm organizations was an expressed concern of the non-participating farmer as was also the case of the enrolled farmer. Sixty percent (60%) of the respondents felt that farmers have little or no control over farm organizations, while 20% of this group feel that farmers do have control and 20% were undecided. By comparison, 80% of the respondents feel that farmer control should be expanded and increased.

Methods to improve farmer control were as follows:

- 60% - feel that their needs to be more correct information and knowledge made available more readily.
- 40% - seek increased farmer
- 40% - membership to farmers only

Twenty percent (20%) hold elective or appointive positions in farm organizations.

There seems to be a great need and concern that Farm organizations work harder at teaching the fundamentals of organization function and control. Farmer confidence in farm organizations is a critical factor. The needs expressed

by the Farmers are in the areas of basic organizational knowledge including goals, how goals are achieved, how people are represented, how organizations operate and the nature of business they conduct.

Off the Farm Business

One hundred percent (100%) of the respondents have economic ownership in Off-the-Farm Business. Eighty percent (80%) participate as voters in the annual Stockholders Meeting. All of the ownership is in cooperatives. Sixty percent (60%) of respondents feel that Farmers have either inadequate control or no control of Ag-Businesses. Eighty percent (80%) of the respondents feel the Farmer control of Off-the-Farm Business needs to be strengthened.

The need for increased responsiveness to Farmers needs, and better quality control of products farmers purchase and use the reasons for increasing farmer control of Ag-Businesses. Increased Farmer cooperation would also be helped.

Educational Needs

The non-participating farmers were questioned to determine their views of the need for educational programs. A summary of their responses is as follows:

New adult programs: Education in marketing, young farmer financing, and animal health accounts for 80% of the needs assessment. Twenty percent (20%) suggest a variety of separate classes aimed at production specialties. Estate planning was the single expressed priority of 60% of the respondents.

Existing program improvement: Of special significance to 60% of the respondents is the concern for "Instructors with more knowledge" while 40% want updated marketing programs. Forty percent (40%) want programs to educate urban people on the need for these programs.

Farm organization education: All respondents felt strongly that course in Farm organization operation and structure, and farmer methods of control be added to all Ag courses. They want more knowledge of member voting structures, and how farmers are represented in farm organization actions. Other courses receiving high attention are; basics in farm organization, farm organization goals and how they are achieved, how they operate, what farm organizations do and the implications of those efforts.

Off the Farm Business Education: Off the farm business operation and control were the priority of 80% of all

respondents. They felt these courses should be added to all Ag programs. Twenty percent (20%) of the respondents were undecided. The respondents expressed specific in programs that would teach an understanding of different types of business operations, their function and implication on agricultural operations. There is also a high interest (60%) in business leadership control, 40% lending and finance, capital utilization and tax shelters.

Method of Instruction: Forty percent (40%) of the respondents felt that such courses be integrated into present curriculum. Twenty percent (20%) feel that special enterprise programs would serve best, while 20% feel that county agents should conduct the course. Twenty percent (20%) had no comment on methodology.

CHAPTER V

OFF THE FARM BUSINESS

Elevators, Feed, Farm Supply, Banks, Credit Associations, Implement Dealers, Legal Firms and Chamber of Commerce Units were interviewed.

Interviews were conducted with a cross-section of partnerships; cooperative, stockholder, corporations, privately held businesses and member service organizations that have direct implication on Farming. Annual Business Volume ranged from \$122,377.00 through \$18,000,000.00. Major Business activity done by those interviewed is 40% credit and finance, 33.4% Farm Supply, 13.3% Ag Marketing, and 13.3% Service.

Small Business Profile

Members of the business community are highly active in community growth with 86% involved in community development and 60% in professional development groups, other relative high groups are Civic Clubs, elective positions. Lower rated groups are Church Leadership 46.6%, Farm Producer groups 26.6%.

An educational profile of the respondents to the small business survey indicate: 1) 26.7% have completed up to 12 years of formal education, 2) 40.1% have completed 14 years of formal education, either Vocational Schools or College two year program, and 3) 26.6% have completed 16 years of formal education.

Farmer Control

The majority of the respondents businesses were used by and/or supported by farmers (53.3%). Of these, 46.7% were owned by local Stockholders.

Farmer control was viewed as a benefit to both the business and the farmer. Its stated values to the off the farm business were that Stockholder-Owner involvement helps the business to respond more candidly to the owners needs, thus strengthening consistant business growth and that user/supporter control of off the farm businesses increase

responsiveness and profitability. Similarly, the farmer who is a stockholder/owner receives improves farm income and needed farm service by directive, as well as benefiting from intensive marketing efforts which contribute to Farmer Education. The primary source of farmer input to these businesses is oral feedback.

Farmer Perception of Off the Farm Business

The respondent Businessmen indicated that the Farmer understands and recognizes the value of the off the farm business in a role that is supportive of Agricultural Production and as a contribution to the overall business and community growth.

The respondents indicated that additional information was needed by the farmers in the following area:

- 1) Feel that farmers need more knowledge about cooperative control methods, function, structure, value of Farmer control-60%,
- 2) Say farmers need knowledge of the policies of business, their purpose and value, understanding of the economic functions of Business and the real relationship to farmers-46.6%,
- 3) Feel farmers need to know how credit is granted, credit guidelines, and criteria for eligibility for financing-26.6%.

In an effort to assist the continued understanding of the off-the-farm business the respondents engage in the following activities:

53.4% use of publication, Special Schools and Training programs.

33% make personal calls on farmers

20% work with Vo. Ag and F.F.A. groups

20% hold grower meetings-tours and field trips

With respect to participation in adult agriculture courses of instruction offered by the public schools and institutions the respondents stated:

40.0% were not asked; therefore do not participate

33.4% supply special speakers when requested

13.4% serve on Advisory Committees, others conduct special seminars, demonstrations and exhibits.

Off the Farm Services to Farmers

The respondents identified three major operational problems in rendering services to farmers. These are: 1) the absence of records and data to aid the farmers with financial planning and management-66%, 2) product shortages-40.7%, and 3) continuous problems in locating trained qualified staff-40%. Other problem areas identified were inadequate transportation, concern for cost increases, poor and inadequate facilities, and inadequate inter and intra community communications.

Continuing Education for Farmers

The highest majority of Businessmen-53.4% suggested expanded training in management methods. In addition, 33.4% suggested expanded training in methods of financing, credit, cash flow with a program application incentive or mandate for low income farmers. Forty percent (40%) suggest more courses in record keeping. Other suggestions include, more program locations-increased funding-more "On-The-Farm Training." Courses in Marketing techniques and methods.

CHAPTER VI

THE STATE/REGIONAL BUSINESS

Those Regional organizations interviewed currently provide many educational programs for both off the farm businessmen and farmers. They expressed the need to reach more people in these endeavors.

Suggested needed instruction for both the farmer and the off the farm businessman were:

- 1) Value and use of various types of farmer support businesses, how they function, and their relationship to the farm.
- 2) Farmer responsibility in off the farm business.
- 3) Business finance, use of capital, cash flow, tax shelter and planning.
- 4) Consumer needs evaluation methods, planning to serve the market.
- 5) Farmer responsibility in off-the-farm Business, and Marketing of Farm products.

CHAPTER VII

ADULT-VETERAN FARM MANAGEMENT COST/BENEFIT

Any educational program needs to be analyzed from more than one point of view. Human enrichment and growth are difficult, if not impossible to measure. In this case family objectives are very much involved and thus the program contributes significantly to family growth and self satisfaction.

The other means is the economic benefits derived versus the cost of the effort. The University of Minnesota, under a grant from the U.S. Department of Health, Education and Welfare, completed a Cost/Benefit Study in 1968, of all Adult Farm Management Class members. The monetary returns were calculated as follows:

1. The farmer receives in added earnings \$4.00 for every \$1.00 he spends for instruction.
2. Using farm sales as a measurement of community benefit, \$9.00 is returned to the community for every \$1.00 spent by the public sector.

These calculations do not take into account payments made by the Federal Government to Veterans who are enrolled in the Veteran Farm Management Program.

Tables I-IV present economic cost benefit data based on actual program costs and enrollments for the twelve month period beginning September 20, 1972 and ending September 20, 1973.

TABLE I

STATE OF MINNESOTA

Adult Education In Agriculture
Program Cost/Benefit*

	Adult Farm Units	Veteran Farm Units	Units Total Cost
Total Program Cost	\$1,473,845.00	\$1,139,048.00	\$2,612,893.00
Less Tuition	155,910.00	74,165.00	230,075.00
Program Cost	\$1,317,935.00	\$1,064,883.00	\$2,382,818.00
Avg. Cost Per Unit	253.60	502.54	325.70
Avg. Cost Per Person	144.94	335.29	194.25
Local, Federal, State cost of Adult Program - \$1,317,935.00			
Community Income Benefit		\$13,366,684.00	
Local, Federal, State cost of Veteran Farm Program - \$1,064,883.00			
Community Income Benefit		\$11,203,153.00	
Direct Return to Farmer Adult Group		\$ 2,317.862.00	
Direct Return to Farmer Veteran Group		\$ 945,074.00	
Total Program Cost	<u>\$ 2,382,818.00</u>		
Total Community Benefit	<u>\$24,570,017.00</u>		
Total Farmer Benefit	<u>\$ 3,262,936.00</u>		

* All figures are computed for a 12-month period, September 20, 1972, to September 20, 1973.

TABLE II

STATE OF MINNESOTA

Adult Education in Agriculture
Program Cost/Benefit*

Adult Farm Management

Adult

<u>Region</u>	<u>Cost</u>	<u>Farmer Benefit</u>	<u>Community Benefit</u>
1	\$ 260,648	\$ 414,334	\$ 2,389,388
2	51,727	64,224	370,368
3	213,469	346,542	1,998,444
4	169,798	307,740	1,774,680
5	212,388	320,228	1,846,696
6	284,874	431,728	2,489,696
7	112,971	173,940	1,003,080
8	<u>167,970</u>	<u>259,126</u>	<u>1,494,332</u>
	\$1,473,845	\$2,317,862	\$13,366,684

TABLE III

STATE OF MINNESOTA

Adult Education in Agriculture
Program Cost/Benefit*

Veteran Farm Management

<u>Region</u>	<u>Cost</u>	<u>Farmer Benefit</u>	<u>Community Benefit</u>
1	\$ 185,603	\$ 154,316	\$ 1,829,302
2	146,385	122,204	1,448,638
3	190,945	153,424	1,818,728
4	272,846	221,662	2,627,639
5	99,874	90,092	1,067,974
6	61,456	45,046	533,987
7	78,172	68,238	808,911
8	<u>103,767</u>	90,092	1,067,974
	\$1,139,048	\$ 945,074	\$11,203,153

TABLE IV

STATE OF MINNESOTA

Adult Education in Agriculture
Program Cost/Benefit*

Adult and Veteran Farm Management

<u>Region</u>	<u>Total Cost</u>	<u>Total Farmer Benefit</u>	<u>Total Community Benefit</u>
1	\$ 446,251	\$ 568,650	\$ 4,218,690
2	198,112	186,428	1,819,006
3	404,414	499,966	3,817,172
4	442,644	529,402	4,402,319
5	312,262	417,320	2,914,670
6	346,330	476,774	3,023,683
7	191,143	242,178	1,811,991
8	<u>271,737</u>	<u>349,218</u>	<u>2,562,306</u>
	\$2,612,893	\$3,262,936	\$24,569,837

CHAPTER VIII

FARM ORGANIZATION COURSE OF STUDY OUTLINE

1. Historic review, why people organize, why Farmers organize.
2. Historic review of the development of farm organizations.
3. Philosophy and objectives of each of the farm organizations.
 - a) History of philosophy and objectives to present.
 - b) Changes in direction/cause and effect.
4. Current goals and objectives of each of the farm organizations.
 - a) Define short and long term goals and objectives.
 - b) Identify probable political, social, and economic implications related to activities designed to achieve goals and objectives.
 - c) Value and implication of goals and objectives to the family farmer, the community, the state, the nation and the world.
5. How and what services are provided by Farm organizations.
 - a) Governmental Liaison Services
 - b) Insurance Services
 - c) Information/Educational Services
 - d) Farm Supply and Marketing Services
 - e) Social and Organizational Services
 - f) Other
6. Determine how Farm Organizations are governed.
 - a) Elective and appointive processes-how the work in each organization
 - b) Voting and officer structure
 - c) Methods used to determine policy and positions
 - d) Farm family input processes
7. Roles and responsibilities of Farm Organization participants, by Organization
 - a) The role and responsibility of the members
 - b) The role and responsibility of Local, County, Regional, State and National Boards

CHAPTER IX

OFF THE FARM AGRI-BUSINESS COURSE OF STUDY OUTLINE

1. History of "OFF THE FARM" businesses growth and development.
 - a) Explore and clarify the changing relationship of Family Farm Labor to Business Service Support of the production farm operation.
 - b) Define cause and effect of the changes on the Agricultural Community. Include Social, Economic, Technological, etc.
2. Businesses that serve production Agriculture.
 - a) Identify the businesses or types of business that serve Agricultural production.
 - b) Determine how each type of business influences the farm enterprise.
3. Identify the purposes of "OFF THE FARM" businesses and their relationship to Farming.
 - a) What businesses are organized to do.
 - b) Governmental roles in business.
4. How each of the four types of Business are organized.
 - a) Individual ownership
 - b) Partnership
 - c) Ordinary Corporation
 - d) Cooperative Corporation
5. How the four (4) types of Business are governed.
 - a) Elective and appointive positions
 - b) Voting structure and methods used to elect officers
 - c) Methods used to determine business policy
 - d) Policy determination and its relationship to:
 - The customers/users
 - The owners
 - The Businesses Staff
 - The Overall Business operation
 - The Community
 - e) Identify methods and value of Farmer Input (influence/ involvement) process into business policy determine.

6. How businesses are financed.
 - a) Sources of finance
 - b) Scope of methods used by each type of Business
7. Farmer Roles and Responsibilities in establishing, influencing and implementation of policies, and operating procedures of "OFF THE FARM" agriculture service businesses.
 - a) As a customer-user
 - b) As a Stockholder
 - c) As a Owner
 - d) As a Member, by:
 - Voting
 - Directorships
 - Member Input
 - Negotiating with Administrator
8. Roles and responsibilities of the Businesses.
 - a) of Boards
 - b) of Owners
 - c) of Managers
 - d) of Staffs
9. How Business/Industry integrate and the implications on modern agriculture.
 - a) Local-to Regional
 - b) Regional-to-State
 - c) State-to Regional
 - d) State/Regional-to-Nation
 - e) Nation-to-World
10. Evaluate methods used by Business to determine:
 - a) credit and/or lending policies
 - b) Product considerations
 - c) Service considerations
 - d) Methods of determining prices
 - e) Methods of determining dividends and/or patronage refunds
11. Determine and identify methods Farmers can and/or do use to influence and/or benefit from "OFF THE FARM" business activity.
 - a) Social benefits and influence
 - b) Operation benefits and influence
 - c) Economic benefits and influence
12. Review and discuss the advantages and disadvantages of each of the four types of Business in relationship to the class members and the community.



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EDUCATION FOR FARMERS

Appendix Exhibits

APPENDIX A	The Agricultural Instructor
APPENDIX B	The Enrolled Farmer
APPENDIX C	The Non-Participating Farmer
APPENDIX D	The Small Business
APPENDIX E	The State/Regional Business

ADULT-VETERAN FARM MANAGEMENT
STATISTICAL SUMMARY
AGRICULTURAL INSTRUCTOR REPORT

INSTRUCTOR PROFILE

73%	of Interviews	- Adult Instructors
27%	of Interviews	- Veteran Instructors

COMMUNITY PARTICIPATION

38.5%	-Local Education	69.2%	-Church Leadership
76.9%	-Professional Teacher Organization	34.6%	-Community Development Clubs
3.8%	-Farmers Union	3.8%	-Farm Bureau
7.6%	-Irrigation Ass'n	3.8%	-Ass'n of Adult Instructors
3.8%	-Future Farmers Foundation	3.8%	- Credit Union

FARMING OR AG-BUSINESS ACTIVITY

38.4%	are involved in farming or Ag Business
61.0%	are not involved in farming or Ag Business
30%	of those involved farm only as a family project
70%	of those involved own or own and operates farming activity
	as a for profit Business
1%	of those involved, also reports ownership in Agri-business firms

AG INSTRUCTOR EDUCATION PROFILE

- 100% of those interviewed hold a B.S. Degree with a major in Ag Education
- 30.8% of those with B.S. Degrees hold a M.A. Degree
- 11.6% have a minor in Ag Economics
- 3.8% Candidate for Ph.D.
- 3.8% Minor in Animal Science
- 3.8% Hold a Minor in Math
- 3.8% Hold a Minor in Science

PROGRAMS CURRENTLY ENROLLED IN

- 11.5% working on degree credits at the University of Minnesota
- 3.8% Vocational Class in Machine Shop
- 7.7% Human Relations Course

INDICATED PROGRAM NEEDS OF TEACHERS

- | | | | |
|-------|------------------------------|-------|---------------------------|
| 15.4% | Legal-Tax Laws-Tax Planning | 7.7% | Credit and Finance |
| 11.5% | Estate Planning | 3.8% | Cash Flow Planning |
| 7.7% | Farm Analysis Interpretation | 11.5% | Management-Farm Business |
| 3.8% | Farm Business Reorganization | 11.5% | Farmstead Planning |
| 11.5% | Livestock Care & Nutrition | 11.5% | Setting Family Objectives |
| 7.7% | Mechanics | 3.8% | Soils and Drainage |

(Continue on next page)

3.8%	Crop Production	3.8%	Soils and Drainage
3.8%	Hayland Management	3.8%	Pollution Control
19.2%	Technical Ag. Marketing		
26.9%	Professional Improvement-Setting Department Objectives- Program Management, etc.		

STUDENT

PROGRAM NEEDS EVALUATION

COMMUNITY LEADERSHIP

31.6% of the Adult Instructors include Community Leadership as a part of the Course

68.4% of the Adult Instructors do not include Community Leadership as a part of their program

(Comments)

All instructors seem to try in some fashion to guide in Community Leadership. There does not appear to be a structured effort: (1) too short of time to cover it; (2) didn't think people needed it, but now they are asking for it, do not consider it a need as a part of the management program.

71.4% of the Veteran Instructors include Community Leadership as a part of their program

28.6% of the Veteran Instructors do not include Community Leadership as a part of their program

(Continue on next page)

(Comments)

A more structured approach is used here: (1) Teach parliamentary procedures; (2) encourage participation in Local Caucuses; (3) have group discuss Local Co-ops and government; (4) develop (Topic or Issue) from farmer discussion; (5) write Legislators.

OFF THE FARM BUSINESS

52.6% of the Adult Instructors teach courses with some relationship to off-the-farm businesses

47.4% of the Adult Instructors do not teach courses that relate to off-the-farm business

(Comments)

Most Instructors do not provide a structured course, but do attempt to compare business management principles with Farm Management - they also invite some industries to meet with the class: (1) encourage participation; (2) not enough time; (3) didn't think it was needed.

71.4% of the Veteran Instructors teach courses with some relationship to off-the-farm business

28.6% of the Veteran Instructors do not teach courses that are related to off-the-farm business: (1) not enough time; (2) have businessmen come in and visit.

FUNCTION AND USE OF FARM ORGANIZATIONS

31.6% of the Adult Instructors provide either information or resources regarding Farm Organizations

68.4% of the Adult Instructors do not provide courses or opportunities to learn about Farm Organizations

(Comments)

Most of the instructional effort was on the basis of individual discussions during farm visits: (1) brought in each organization to discuss their program; (2) low on priority list-not enough time; (3) too controversial; (4) little interest.

57.1% of the Veteran Instructors provide some instruction about Farm Organizations

42.9% of the Veteran Instructors do not include instructions about Farm Organization function and use

(Comments)

(1) Several programs invite farm organizations to meet with their class and explain their function. (2) No-too controversial. (3) No-most guys are in an organization.

COMMUNITY LEADERSHIP-OFF THE FARM
BUSINESS-FARM ORGANIZATION USE AND FUNCTION
NEEDS EVALUATION

84.2% of the Adult Instructors feel that such courses are needed as a part of the curriculum

15.8% of the Adult Instructors feel that such courses should not be a part of the curriculum

(COMMENT)

Most Instructors feel that a unbiased, pre-planned course should be used. (1) Necessary to help the farmer operate his farm. (2) Helps the farmer understand Legislation and how it affects the farmer. (3) Needed by all farmers. (4) This is someone elses area to teach. (5) Not enough class time. (6) etc.

100% of the Veteran Instructors feel that such courses need to be designed as a part of the curriculum

(Comments)

(1) A hard course to teach but would be good. (2) Would help the farmer to operate the farm. (3) Young farmers do not know what is going on but need to.

OTHER PROGRAM NEEDS

- 46.2% need Courses on Livestock-Grain Marketing-Futures
- 38.5% need Farm Management Programs
- 26.9% need Courses on Estate Planning
- 17.2% need programs on Credit Management
- 15.4% need programs on Farmstead Planning and Materials
- 26.9% need programs on Budgeting and Cash Flow
- 19.23% need programs on Mechanized and Farming and Maintenance
- 12.6% need programs on Animal Husbandry-Including Nutrition
- 30.8% need programs on Agronomy Fertilizer and Chemicals
- 15.4% need programs on Agricultural Law
- 7.8% need more in depth and meaningful Management Training
- 7.8% need programs in Public Speaking and Communications arts
- 7.8% need programs on Pollution and Environmental Control
- 7.8% need more effort in Individualizing Instruction

NEEDED IMPROVEMENTS IN CURRENT PROGRAMS

- 73.1% Recommended that more capitol be appropriated to operate existing programs and to provide more high quality instructors for program growth and expansion
- 26.9% Site the specific need for expansion of programs and services
- 34.6% Site the need for: (1) overall program refinements; (2) modification of analysis of each enterprise; (3) improvement of coordination of methods of recordkeeping; (4) revise and up-date Farm account book regarding feed,

crop sales, and crop data; (5) add a line for elec use for Livestock in print-out; (6) provide a more flexible, workable Account book.

30.8% Provide a program that illustrates the importance of Agriculture to the life and survival of the U.S. and the World. Get young people to become involved in Agriculture.

19.2% Suggest a need for more efforts or Income Taxes, Tax Management, Estate Planning and Investments.

19.2% Expressed a vital concern for more Aids, such as:
(1) More tours; (2) Audio-Visual Aids; (3) course outlines; (4) Teaching Aids; (5) Materials on new subjects; (6) more specialists available to assist; (7) Increase individualized instruction for Veterans; (8) Revise and up-date course outline on Farm Management; (9) Increase the use of Computers for problem solving.

15.4% Feel that there is a need to provide ag-related subjects to other persons in the community and increase contact efforts with young farmers.

15.4% Express a need to develop methods of motivating individuals to use all of the information available to them, and to develop improved promotion methods and materials to enroll new members.

7.7% Expressed a need for a program relating to forage testing for balancing feeding rations.

3.9% State a need for stronger administrative cooperation.

RECOMMENDATIONS

INCLUSION OF AG-BUSINESS AND FARM

ORGANIZATION CURRICULUM

- 46.2% Should be added in a structured approach, tied to the farm operation, to reflect back on earnings and agricultural progress, ag Law, etc.
- 3.9% Possibly include Farm organization the first year-Ag-Business the Second or Third.
- 7.7% Suggest information about political parties be included.
- 15.4% Are currently including courses about Farm Organization and Off the Farm Business as offered by outside speakers.

PROGRAM INFORMATION NEEDS

OFF THE FARM BUSINESS

- | | |
|---|---|
| (1) Tours of Cooperatives | (1) Tours of Other Businesses |
| (2) Outside Speakers | (2) How other Business Work |
| (3) How Cooperatives Work | (3) The purpose or function of other Businesses |
| (4) The purpose or Function of Cooperatives | (4) Policies of other Businesses |
| (5) Policies of Cooperatives | (5) Operator Duties in other Businesses |
| (6) Manager Duties in Cooperatives | (6) Management Procedures in other Business |
| (7) Management Procedures in Cooperatives | (7) General Education on other Business |

(Continue on next page)

- | | | | |
|------|---|------|--|
| (8) | General Education on Cooperatives | (8) | How other Business is organized |
| (9) | How Cooperatives are organized | (9) | Function of other Business Business Board of Director |
| (10) | History of Cooperatives | (10) | The role of the Farm in other Businesses |
| (11) | Function of Cooperative Board of Directors | (11) | How prices of products in other Businesses are Determined |
| (12) | The role of the Farm in Cooperatives | (12) | Operation of national and regional Businesses |
| (13) | How prices of Products in Cooperatives are determined | (13) | How Business is financed and capitalized |
| (14) | Operation of National and Regional Cooperatives | (14) | Economic and social benefits to farmers of other types of Business |
| (15) | How Cooperatives capitalized and financed | | |
| (16) | Economic and Social benefits of Cooperatives to farmers | | |

PROGRAM INFORMATION NEEDS

FARM ORGANIZATIONS

	% of Requests
(1) Farm organizations function	38%
(2) History & Purpose of each farm organization	23%
(3) Farm organization policies and structure	20%
(4) How farm organizations are financed	8%
(5) How farmers govern and affect form	12%
(6) Farm organization goals and projects	8%
(7) Value and methods of participating including economic benefit	15%

METHODS OF INSTRUCTION

- (1) Organized tours
- (2) Outside speakers
- (3) Question-answer period
- (4) Literature of organizations and businesses
- (5) Classroom discussion
- (6) Informal Classes
- (7) Special Teaching guide outline

METHODS OF INCLUDING SUCH COURSES

	Special Course	Include In Present Course	Include But Open to Others	Add To All Post High
Adult Instructor	59%	5%	26%	10%
Veteran Instructor	29%	57%	14%	-0-
Total	50%	19%	19%	12%

- (1) Adult Instructors prefer a Special Course because of limited time in present course and to involve more people
- (2) Veteran Instructors prefer to include the subjects in the present courses as the best way of reaching Veteran Students

TEACHING AIDS NEEDED

- 50% Need guest speakers that are in the business
- 40% Need visual charts, slides and overhead display material
- 31% Feel movies and tapes are needed
- 27% Need teaching units on the topics
- 20% Need Literature and Text Material
- 12% Need Resource People
- 12% Need field trips and tours
- 8% Need teaching resource lists

ADULT-VETERAN FARM MANAGEMENT

STATISTICAL SUMMARY

ENROLLED FARMER REPORT

FARM PROFILE

Farms owned by operators	45 %
Operators own farms - Rent additional acreage	47 %
Farms managed for absentee owner	5.2%
Farms rented by operators	2.6%

LAND CONTROL - OWNERSHIP

13% own less than 161 acres	16% own between 321-480 acres
47% own between 161-320 acres	11% own between 481-640 acres
13% own 641 acres or over	

LAND CONTROL - RENTAL

35% rent less than 160 acres	5% rent between 481-640 acres
55% rent between 161-320 acres	5% rent 641 acres or more

LAND USE SUMMARY

26% operate between 0 and 320 acres of land
32% operate between 321 and 480 acres of land
18% operate between 481 and 640 acres of land
24% operate 641 or more acres of land

92% raise corn	47% have a dairy herd
39% raise Beans	53% have a beef herd
74% raise oats	47% raise hogs
37% raise wheat	8% have no livestock
82% raise hay	11% raise chickens
76% raise other crops	11% raise sheep
	3% raise horses

AGRICULTURAL COMMUNITY PARTICIPATION

Family Activity Report

Youth Activity

4-H Club Participation	47%
F.F.A. Participation	29%
Vocational Ag Participation	39%
Farmers Union Youth Participation	3%
No Family Ag Club Participation	13%

Reason for Non-participation

No clubs or vo-ag units in the area	13%
Too busy with other activities	5%
Children do not fit age requirements	15%

Perceived Value of Participation

Educational Value	31%
Social Value	18%
Teaches Responsibility	11%
Develops interest in agriculture	5%
Provides new information	3%
Leadership experience	8%
Career Exposure	8%
Learns value of record-keeping	5%
Shows trends and changes	3%
Helps youth get into Ag	3%

Husband-Wife Activity

Agricultural Advisory Committees	13%
Township Board Member	13%
Farm Bureau Board Members	29%
Farmers Union Board Members	16%
Church Committees and Boards	13%
Men's Clubs in Church	8%
4-H Club Softball Teams	8%
Sportsmen's Clubs	8%
N.F.O. Board Members	8%
Knights of Columbus Members	5%
Eagles Club Members	5%
Breeders Association Members	5%
No organizations to belong to	5%
Meat Improvement Board	3%

Snowmobile Club Member.	3%
Pork Producers Association Member	3%
Livestock Feeders Association Member	3%

FARM MANAGEMENT TEAM

Educational Profile

<u>Husband Profile</u>		<u>Wife Profile</u>	
8 years completed	5%	8 years completed	20%
12 years completed	56%	12 years completed	16%
1 year college completed	8%	1 year college completed	12%
2 years college completed	5%	2 years college completed	16%
4 years college completed	5%	4 years college completed	28%
Vocational school compl.	21%	Vocational school compl.	0
		No wife in team	8%

FARM ORGANIZATION ACTIVITY

General Activity Status

58% belong to one or more farm organization.

42% do not belong to any farm organizations.

Membership Distribution

42% do not hold membership.

26% are members of Minnesota Farm Bureau.

26% are members of Minnesota Farmers Union.

22% are members of National Farmers Organization.

3% are members of the Grange.

Reasons Farmers Do Not Belong to Farm Organizations

- 32% feel that organizations are not benefiting farmers as they said they would.
- 13% feel that farm organizations don't offer the things farmers need.
- 14% are too busy to take the time.
- 6% are not interested.
- 8% have not been contacted.
- 7% feel that the law of supply and demand is the answer, not an organization.
- 6% don't like what organizations do.
- 7% feel organizations are too much aligned with political parties.
- 7% feel that farm organizations are not paying attention to the need of farming.

Reasons Farmers Do Belong to Farm Organizations

Farmers Union Members

- 90% approve the work with the legislature.
- 20% feel the education received is essential.
- 10% belong because of supplies purchase ability and dividend return.
- 40% to improve the family farm.
- 10% belong because of the marketing activity.
- 10% like the insurance.
- 10% belong to strengthen farmer control.

20% belong to strengthen farm economics.

10% belong because the "Folks" belonged.

10% belong to keep up to date on legislative activity.

Farm Bureau Members

50% belong because of their insurance.

20% belong to strengthen services to the farmer.

20% belong because they like the more conservative approach.

20% belong because the "Folks" belonged.

20% like the issues the Farm Bureau stands for.

10% like the democratic control.

20% belong because of legislative influence.

10% belong because the local organization helps the
community.

National Farmers Organization Members

25% belong for the purpose of bargaining for better
prices.

13% belong for economic reasons.

62% did not choose to comment.

Grange Members

100% belong because "Folks" belonged and for educational
pleasure.

Organization Responsiveness

60% of the Farm Bureau members were satisfied with the responsiveness of the Farm Bureau to farmers' needs.

40% of the Farm Bureau members were not satisfied with the responsiveness of the Farm Bureau to farmers' needs.

90% of the Farmers Union members were satisfied with the responsiveness of the Farmers Union to farmers' needs.

10% of the Farmers Union members were not satisfied with the responsiveness of the Farmers Union to farmers' needs.

50% of the N.F.O. members were satisfied with the responsiveness of N.F.O. to the farmers' needs.

50% were not satisfied with the responsiveness of N.F.O. to farmers' needs.

100% of the Grange members were satisfied with the responsiveness of the Grange to the farmers' needs.

Farmer Control of Farm Organizations

- 18% Feel farmers have no control over farm organizations.
- 11% feel farmers have less control than is desirable.
- 13% - No answer.
- 3% feel farmers have control through their board.
- 5% feel farmers have control over marketing and supplies.
- 5% feel that there is too much "top down" control.
- 3% feel that we must educate for participation and control.

Farmer Control Expansion

- 71% feel that farmer control of farm organizations should be increased.
- 8% feel that farmer control should not be increased.
- 21% either didn't have an opinion or had no comment.

Methods of Farmer Control Expansion

- 18% feel it is essential to increase knowledge of farmers about organizations.
- 21% recommend more farmer participation.
- 5% suggest merging farm organizations.

Farm Organization Leadership

18% of those interviewed hold elective or appointive positions in farm organizations.

Information Farmers Need about Farm Organizations

26% - need overall general information.

16% - need information on what the organization is doing.

8% - need to know "what it stands for."

5% - need to know how farm organizations are structured.

5% - had no comment.

3% - want to know how the money is used.

3% - want to know how they are helping the farmer.

3% - need to know the intent and policies of the farm organization.

3% - need to know the goals of the organizations.

PROGRAM NEEDS EVALUATION

Ag-Business - Off-the-Farm

Firms Farmers do Business With

Percent of Respondents	Business Title	Type of Business Done
34%	Private Elevator	Grain - Fertilizer
42%	Private Farm Implement	Farm Machinery
63%	Local Bank	Full Service
8%	Private Creamery	Milk Marketing
3%	Veterinary Clinic	Livestock Care
24%	Private Farm Service	Fertilizer
21%	Private Oil Company	Fuel and Oil
5%	Private Feed Mill	Feed Service
8%	Private Lumber Supply	Building Supplies
21%	Co-op Elevator	Fertilizer, Feed, Seed
39%	Co-op Oil Company	Fuel, Oil, Fertilizer
13%	Federal Land Bank	Farm Loans
8%	Credit Unions	Loans - Savings
18%	Production Credit Ass'n	Farm Loans
3%	Federal Savings & Loan	Savings - Loans
8%	F.H.A.	Loans
21%	Co-op Creamery	Milk Sales - Feed - Seed
5%	Co-op Breeding Ass'n	Artificial Insemination
13%	Co-op Feed Store	Feed, Seed, etc.
3%	Co-op Lumber Company	Building Supplies
3%	Co-op Machinery Company	Farm Equipment
11%	Private Elevator	Grain
8%	Private Implement	Farm Machinery

Farmer Participation

42% participate as a voter in the annual meeting.

8% No involvement.

50% No comment.

Recommendations for Ag Business Improvement

24% - Doing a good job generally

11% - Satisfied as is

16% - Need to be more efficient, lower prices

11% - No comment

16% - Provide a better way of getting current and
local market information

11% - Provide more information on the use of their
products - not just advertising

16% - Keep up with new developments

3% - More promptness and truthfulness

13% - Educate employees on how to do the job assigned

11% - Spend more time with farmers - needs evaluation

Farmer Control of Off-Farm Businesses

- 34% - feel farmers have no control
- 16% - feel farmers have no control over marketing and purchasing
- 5% - feel that farmer control of regional organizations is getting less and less
- 26% - feel that farmers have little control of off-farm businesses
- 5% - feel that the means of control exists - education is needed to make it work
- 3% - feel farmers have good control through managers
- 16% - feel farmers have some control through local co-op boards
- 13% - said that as a member of cooperative, farmers do have control

Farmer Control Expansion

- 76% of the respondents feel that farmer control of business should be strengthened.
- 11% of the respondents feel that farmer control should not be strengthened.
- 13% responded with "don't know."

Reasons for Increasing
Farmer Control of Business

- 5% - expand local participation and responsiveness
of business
- 16% - to help farmers to work together
- 13% - to expand the social and economic impact of rural
co-ops on rural Minnesota
- 3% - to increase the responsiveness of regionals

Reasons for Not Increasing
Farmer Control of Business

- 3% - Farmers have all the control they can handle.

EDUCATIONAL NEEDS

New Adult Education Programs Needed

- 29% feel programs on marketing are needed.
- 11% want training in the use of computers to determine cash flow.
- 5% want training in estate planning.
- 8% want the adult farm management programs expanded.
- 8% want farm machinery training updated.
- 13% want more continuous training in chemical use.
- 3% want more training in sheep production.
- 3% want more training in electricity.
- 3% want more training in tax law.

Improvements Needed in Existing Programs of Farm Management and/or Ag Production

- 29% want existing programs expanded.
- 16% say more quality instructors are needed.
- 11% want refresher courses on topics already covered.
- 8% want updated mechanics courses.
- 3% want outside speakers for special subjects.
- 3% want more programs and topics for small farmers.
- 3% want more "on the farm" instruction.
- 3% want training in measuring return on capital.
- 3% want training in estate planning.
- 3% want training in measuring cash flow.

PROGRAM NEEDS

Educational Needs about Farm Service Organizations

Operation and Control

61% felt strongly that courses in service organization use and control should be added to all ag programs.

31% had no comment (didn't know).

8% felt that such courses should not be offered.

Recommended Courses that need to be Taught

39% felt that courses on how farm service organizations are set up are necessary.

16% want courses that teach about the organizational control and operations mechanization of farm service organizations.

13% asked for courses on how farm service organizations work.

13% asked for educational programs that teach policy structure of farm service organizations.

16% asked for programs that teach the student how he can use farm service organizations.

11% want training (educational) programs on what the various organizations stand for.

11% need information on organizational goals.

11% would like a program that covers everything about farm service organizations.

8% need more education on service offered by farm service organizations.

8% would like a historic review of what farm service organizations have done.

5% want to know more about and implications of farm service organizations' position on politics and farm issues.

5% desire an in-depth study of the purpose and value of farm service organizations.

3% want instructions in what such organizations see the problems of agriculture are.

Educational Needs on off-the-farm

Business Operation and Control

79% felt strongly that courses on ag business operation, use, and control should be added to all ag programs.

5% felt that such programs should not be offered.

16% did not state a position on the subject.

Recommended Courses that need to be Taught

- 23% want programs that will teach an understanding of the different types of business operations.
- 37% want courses that teach how different types of business function and their implications on agriculture.
- 30% asked for educational programs regarding credit, lending limits, interest rates on credit and loans, expected returns on loans, assets to liability requirements, etc.
- 7% want knowledge on "what prices (market and supply) are based on."
- 3% asked for courses on tax loss structure and methods.
- 3% want a better knowledge on how business decisions are made.
- 7% want courses on "anything that pertains to business."
- 3% want studies on farm purchase and rental contracts.

Methodology

- 42% felt that such courses should be integrated into the current adult and veteran farm management program.
- 34% felt that such courses should be designed as a special course.
- 11% felt that such courses should be a part of the regular management programs but open to the public.
- 11% had no comment.

ADULT-VETERAN FARM MANAGEMENT

STATISTICAL SUMMARY

NON-PARTICIPATING FARMER

FARM PROFILE

Farms owned by operators	40%
Operators own farms - rent additional acreage	60%

LAND CONTROL

Respondents - Own between 191 to 540 acres

Respondents - Rent additional acreage between 160 and 200 acres

LAND USE SUMMARY

60% operate between 160 and 300 acres

20% operate between 300 and 600 acres

20% operate more than 600 acres

100% Raise Corn	100% Raise Hay
80% Raise Oats	20% Raise Wheat
40% Raise Soybeans	20% Raise Other Crops
80% Dairy Cattle	60% Raise Beef Cattle
60% Hogs	

AGRICULTURAL COMMUNITY PARTICIPATION

FAMILY ACTIVITY REPORT

Youth Activity

4-H Club participation	40%
Farmers Union Youth participation	10%
F.F.A. participation	40%
No Family Ag Club participation	60%

Reason for Non-Participation

No Children in that age group	33%
No active 4-H Club	33%

Perceived Value of Participation

Leadership and educational value	40%
Social Value - Meeting people, etc.	60%

Husband-Wife Activity

Church leadership committees	60%
School Board	20%
Town Board	20%
Agricultural Advisory Committees	40%

FARM MANAGEMENT TEAM

EDUCATIONAL PROFILE

<u>Husband Profile</u>		<u>Wife Profile</u>	
8 years completed	40%	8 years completed	20%
12 years completed	40%	12 years completed	60%
1 year college completed	20%	1 year college completed	20%

Reasons for Non-participation

in Adult Farm Management

Short of time	60%
Too old to participate	20%
Used Different Method	20%

Farm Organization Activity

100% of the respondents are members of farm organizations.

40% are members of Farm Bureau.

60% are members of Farmers Union.

Reasons for Belonging

20% belong for insurance.

40% belong to receive information.

20% belong because they agree basically with the organization.

20% belong because they like the publications.

20% agree with legislative efforts.

40% belong for social reasons.

ORGANIZATION RESPONSIVENESS

20% of the Farm Bureau members responded to this question. The respondents said Farm Bureau responds by getting better grain prices.

60% of the Farmers Union members responded to this question.

33% said, "They try, in some fields they do respond to needs."

33% felt that they responded in the provision of supplies to farmers.

34% felt that Farmers Union responds well to legislative problems.

FARM ORGANIZATION LEADERSHIP

20% of those interviewed hold elective or appointive positions in farm organizations.

FARMER CONTROL OF FARM ORGANIZATIONS

20% of the respondents feel that farmers have no control over farm organizations.

40% of the respondents feel that farmers have limited control over farm organizations.

20% of the respondents feel that farmers have control of most farm organizations.

20% of the respondents were undecided.

FARMER CONTROL EXPANSION

80% of the respondents feel that farmer control of farm organizations should be strengthened.

20% of the respondents were undecided.

METHODS OF FARMER CONTROL EXPANSION

40% feel it's necessary to get more farmers involved.

40% feel that only farmers should be members.

60% feel there needs to be more correct information and knowledge about farm organizations.

INFORMATION FARMERS NEED ABOUT FARM ORGANIZATIONS

20% need more "basic" knowledge of farm organizations.

40% need to know more information on organizational goals and how goals are achieved.

40% need information on how people are represented - voting power.

60% need information on how organizations operate and the business they conduct.

20% want knowledge about what organizations do for the farmer.

PROGRAM NEEDS EVALUATION

Ag-Business -- Off the Farm

Firms Farmers Do Business With

Percent of Respondents	Business Title	Type of Business Done
20%	Private Hardware	Miscellaneous Supplies
20%	Private Elevator	Grain Sales - Feed Supply
20%	Private Fuel Dealer	Gas, oil & Fuel Supply
80%	Private Farm Store	Fertilizer and Feed
40%	Private Implement Dealer	Farm Machinery
40%	Local Bank	Full Service
20%	Federal Land Bank	Loans
20%	P.C.A. - Co-op	Credit and loans
20%	Dairy Marketing Co-op	Milk Sales
80%	Co-op Farm Store	Fertilizer, Feed, Chemicals
80%	Co-op Oil Company	Tires, Fuel, Gas, Oil, etc.
20%	Co-op Elevator	Grain Sales - Feed Supply

FARMERS - OFF-FARM BUSINESS INVESTMENTS

100% of the respondents have ownership in an off-the-farm business as stockholders.

100% of the ownership is in cooperatives.

FARMER PARTICIPATION

80% participate as a voter in the annual meeting.

20% No Comment

RECOMMENDATIONS FOR AG-BUSINESS IMPROVEMENT

20% - Do a better job providing transportation.

20% - More uniform pricing patterns

30% - Provide more information on marketing.

40% - Provide more current information.

40% - Be more active with purchasing agreements and contracts.

FARMER CONTROL OF OFF-FARM BUSINESSES

30% Feel that farmers have no control.

30% feel that farmers do not have enough organized control.

60% feel farmers have good control of co-ops.

FARMER CONTROL EXPANSION

80% of the respondents feel that farmer control of business should be strengthened.

20% of the respondents feel that farmer control should not be strengthened.

REASONS FOR INCREASING FARMER CONTROL OF BUSINESS

60% feel that control must be increased from the farmer's point of view to provide greater responsiveness of business to the farmer.

60% said farmers need greater control, especially over products sold.

20% felt that greater farmer control would increase farmer cooperation.

REASONS FOR NOT INCREASING FARMER CONTROL OF BUSINESS

20% don't really feel farmers can gain more strength.

EDUCATIONAL NEEDS

New Adult Education Programs Needed

- 20% feel that education programs in marketing are needed.
- 20% want separate classes on different topics relating to production specialties.
- 20% want more educational programs on financing for young farmers.
- 60% want programs on estate planning.
- 20% want greater efforts in programs relating to animal health.

Improvements Needed in Existing Programs of Farm Management and/or Ag Production

- 40% want programs to educate the urban people on the need for this program.
- 60% want more instructors with more knowledge to give the program.
- 40% want updated marketing programs.
- 20% want programs on energy-saving.
- 20% want feeding training upgraded.
- 20% want more classes in farm equipment repair.

PROGRAM NEEDS

Educational Needs about Farm Service Organizations and Control

- 100% felt strongly that courses in service organization and control should be added to all Ag courses.

Recommended Courses that need to be Taught

- 40% feel that courses on the basics of farm organizations are essential.
- 60% want education on the goals of farm organizations and how the goals are achieved.
- 60% want programs on "How Farm Organizations Operate."
- 20% want information regarding the businesses conducted by farm organizations.
- 80% want knowledge of member voting power and how farmers are represented in farm organizations.
- 40% want current training in what farm organizations are doing for farmers and the implications of those efforts.

Educational Needs on off-the-farm

Business Operation and Control

- 80% felt strongly that courses in off-the-farm business control, function, and utilization be added to all Ag programs.
- 20% were undecided.

ADULT-VETERAN FARM MANAGEMENT

STATISTICAL SUMMARY

SMALL BUSINESS REPORT

SMALL BUSINESS PROFILE

INTERVIEW DISPERSION

Grain Elevators	13.2%
Feed and Supply Stores	27.0%
Banks	20.0%
Credit Associations	20.0%
Farm Implement Dealers	6.6%
Legal Firms	6.6%
Chamber of Commerce	6.6%

BUSINESS CONTROL

INTERVIEW DISPERSION

Grain Elevators

Cooperatively Owned-Hired Manager	6.6%
Partnership-One Partner Manages	6.6%

Farm Supply and Feed Stores

Cooperatively Owned-Hired Manager	20.0%
Private Corporation-Hired Manager	6.6%

Implement Dealers

Privately Owned-Owner Operator	6.6%
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Financial Institutions

Cooperatively Owned-Hired Manager	20.0%
Privately Owned-Corporation Banks	20.0%

Service Firms

Privately Held Corporation-Legal	6.6%
Member Owned Associations	6.6%

ANNUAL BUSINESS VOLUME

Range \$122,377.00 To \$18,000,000.00

MAJOR BUSINESS VOLUME

40%	Credit and Finance	33.4%	Farm Supply
13.3%	Ag Marketing	13.3%	Service

COMMUNITY PARTICIPATION

ACTIVITY REPORT

86.6%	Members in Community Development
26.6%	Members in Farm Producer Groups
46.6%	Church Leadership
53.3%	Hold Elective Positions
53.3%	Members in Civic Clubs
60.0%	Members of Professional Development Groups

OPERATIONAL PROBLEMS

20%	Inadequate Transportation
6.6%	Inter-Community and Intra-Community Communications inadequate
13.3%	Concerned for Cost Increases
6.6%	Have problems with Facilities
40.7%	Are troubled with product shortages
40%	Have problems locating trained qualified staff
66%	Are concerned with absence of Records and Data to Aid the farmers with financial planning and Management

MANAGEMENT

EDUCATIONAL PROFILE

8 years only - Completed	6.6%
12 years only - Completed	26.7%
14 years only - Vocational or Business School	26.6%
14 years only - College Completed	13.5%
16 years only - College Completed	26.6%

CURRENT TRAINING ACTIVITY

53.4%	Not currently enrolled in any Program
26.6%	Enrolled in Company Sponsored Management Programs
33.4%	Enrollments in Professional Improvement Programs in College or specialty schools

PAST YEARS TRAINING ACTIVITY

66.7%	Were not involved in Training Activity during the past year
6.6%	Self Improvement Training
13.6%	Attended Company Sponsored Programs
20%	Participated in Professional Improvement Training

SMALL BUSINESS REPORT

PATRON INFLUENCE/CONTROL

46.7% of Businesses Interviewed were owned by Local Farmer Stockholders.

53.3% of Businesses Interviewed were used and/or supported by farm people.

VALUE OF CONTROL TO THE BUSINESS

- Stockholder-Owner-The Vote and Director Management helps the business to respond more candidly to farmers need-Thus strengthening business consistant business growth.
- User/Supporter-user control helps business responsiveness and profilability.

TO THE FARM FUNCTION

- Stockholder-Owner-Directly improves Farm Income-provides need Farm Service by directive
- User/Supporter-provide intensive marketing (salespromotion) activities for farmer education

FARMER UNDERSTANDING AND RECOGNITION

OF VALUE OF BUSINESS FUNCTION

	<u>Yes</u>	<u>No</u>
Supporative of Ag Production	86.6%	13.4%
Contribution to Community	80.0%	20.0%
Contribution to Business Growth	86.6%	13.4%

BUSINESS RESPONSE TO NEEDS METHODS

- 20% Use grower meetings for Farmers
- 13.3% Hold tours and field trips
- 20% Work with Vo Ag and F.F.A. groups
- 33% Make personal calls on the Farmer
- 53.4% Use-Publications-Special Schools and Training Programs
to determine needs

METHODS USED TO GET FARMER INPUT

- 73.4% - Conversational-Oral-Feedback
- 6.6% - Use College reports
- 6.6% - None

BUSINESS PARTICIPATION

ADULT-VETERAN AG COURSES

- 6.6% Demonstrations and Exhibits
- 6.6% Conduct Special Seminar
- 33.4% Provide speakers when requested
- 13.4% Serve on Advisory Committies
- 40.0% Do not participate-were not invited

EDUCATIONAL NEEDS

INFORMATION FARMERS NEED TO KNOW-ABOUT BUSINESSES

- 60%
 - More knowledge on cooperatives
 - Their structure, functions and control methods and
value of control
 - Farmer to cooperative communications
 - Job of Co-op Directors-Methods of member control

- 20% - Knowledge and understanding the policies of business and their value
- 26.6% - General understanding of business costs and economic function - and the real relationship to Farmers
- 26.6% - Methods by which credit is granted, credit Guidelines, and criteria for eligibility of financing.

RECOMMENDATIONS-CONTINUING EDUCATION FARMERS

- 53.4% - Recommend expanded training in management methods
- 33.4% - Expand training in methods of financing, credit, cost flow, with program mandate for Low Income Farmers
- 26.6% - Training in marketing techniques and methods
- 40% - Suggest more courses in record-keeping
- 20% - Suggest more program locations and increase funding.
More on the farm training.

SMALL BUSINESS TRAINING

TRAINING CURRENTLY AVAILABLE

- 33.4% - have training sessions on Products sold by salesman
- 53.3% - have Management Training available for personnel
- 20% - have little or no training for employees
- 13.3% - use Seminars for training some
- 20% - gets some Company help to pick some costs of tuition in some school program

USE OF COMPANY SUPPLIED TRAINING

- 83% - use Company offered programs when available
- 26% - do not have or use Company offered programs

TRAINING NEEDS-MANAGEMENT

- 86.7% Feel regular training in Managements techniques would be useful
- 13.3% Would not use Management Training

SMALL BUSINESS-PROGRAM NEEDS

- | | |
|--|-------------------------|
| Foreign Trading | Installment Lending |
| Futures-Buying and Selling | Data Processing |
| Consumer Relations | Management by Objective |
| Analyzing Financial Statements | Personnel Management |
| Agric. Lending | Selling Techniques |
| Changing Technology | Job Related Courses |
| On the Job Training | How to Work with People |
| Agriculture Business Inter-Relationships | |

RECOMMENDATIONS-CONTINUING EDUCATION

FOR SMALL BUSINESS

- 40% Want training in Finance and Record-keeping
- 53.4% Specifically suggest the need for continuing programs on Business Management
- 33.4% Expressed specific needs for programs in Sales Management, Purchasing, Inventory Control, Safety and Others

ADULT-VETERAN FARM MANAGEMENT

STATE/REGIONAL

BUSINESS REPORT

INTERVIEW PROFILE

- 2 - Farm and Consumer Supply
- 2 - Regional Manufacturing and Wholesale
- 2 - Owned by Local Retail Units

PROGRAM NEEDS ANALYSIS

- 2 - Provide Farmer Training Programs
 - a) How to use Products, Meetings
 - b) Crop drying classes
 - c) Manager Director Information Meetings
- 1 - Provides Director Training Seminars
- 2 - Farmers have input through Locals to District to Regional
- 2 - Greater input on "needs of Farmers" needed
- 2 - Knowledge needed on:
 - a) Relationship of Business to Farm
 - b) How co-ops function
 - c) Purpose and benefits of Cooperatives
 - d) Business Finance
 - e) Farmer responsibility in off the farm business
 - f) Marketing of farm products
 - g) Consumer needs evaluation
 - h) Tax shelter
 - i) Planning

(Continue on next page)

j) How to use capital

k) Cash flow

EDUCATIONAL PROGRAMS NEEDS

- 2 - Need to reach more farmers
- 2 - a) Marketing Systems-Hedging
 - b) Finance
 - c) Independent and Co-operative Business Structure
and its relationship to the Farm
- 2 - Integrate into existing program
 - get more people involved

See Program needs analysis