

**HISTORY OF
THE NORTH CENTRAL FARM MANAGEMENT
EXTENSION COMMITTEE**

1947 – 2005

**A history of work, cooperation, and accomplishments toward the goal
of more effective farm management educational programs.**



HISTORY OF THE NORTH CENTRAL FARM MANAGEMENT EXTENSION COMMITTEE

Executive Summary

For nearly 60 years a unique partnership has existed in the North Central Region. Its mission is to make farm management education more effective and thereby improve the well-being of farmers, rural people, and the nation. This partnership was established in 1947, at the first meeting of the **North Central Farm Management Extension Committee** (NCFMEC) in Chicago, Illinois. A state extension farm management specialist from each of the 13 north central states, plus representatives of the Farm Foundation and the Federal Extension Service-USDA, formed the first group. Representatives from Kentucky, Oklahoma, New York, Pennsylvania and Ontario were added later. An administrative advisor was appointed by the North Central Agricultural Extension program leaders.

Initially the Committee met two times each year at the Farm Foundation offices in Chicago. Starting in the fall of 1967 the Committee scheduled its meetings on one of the member campuses or at other convenient sites. From 1973 through 1986 the Committee met only once yearly, but in 1987 twice yearly meetings were reinstated.

The NCFMEC's activities were largely financed by funds from the Farm Foundation during the period 1947-68. Since 1969 each state has been responsible for travel and subsistence for their participating staff. The Farm Foundation has provided funds for the Committee to use for task force expenses and to support speaker expenses for conferences.

Major accomplishments of the Committee over the years include:

- development of **Farm and Home Planning** programs in the 1950s
- transition to **electronic processing** of farm records and budgets
- establishment of the **Farmers' Tax Guide** now published by the IRS
- development of a full set of **farm leasing** bulletins and lease forms
- authorship of 42 **regional extension bulletins**, published by Midwest Plan Service since 1997
- organization of a **continuing education workshop** for farm management extension specialists every 3 years
- facilitation of **communication** and sharing of ideas within the region

Approximately 128 extension specialists have been members of the Committee. They have served on 59 subcommittees and task forces, and have carried out 14 continuing education workshops and several multi-state and special topic workshops. The Committee has had 14 administrative advisors, plus 15 advisors from the Farm Foundation and the Federal Extension Service.

The objectives of the NCFMEC have changed little over the years, but the methods of achieving the objectives have continued to evolve. Through dedication and responsible leadership the NCFMEC will continue to provide management information and education to farmers in the North Central Region in an innovative and efficient manner.

Forward

This report is an attempt to evaluate the accomplishments of 58 years of activities of the North Central Farm Management Extension Committee. Three previous reports have been published. **Twelve Years of Progress** was prepared in 1958 by Bottum, Doneth, and Klingner. In 1968 Fred Sobering prepared **Twenty-two Years of Progress, Activities, and Accomplishments of the North Central Farm Management Extension Committee 1946-1968**. In 1989 Tom Brown (Missouri) brought the report up to date through 1987. The current version was revised by William Edwards (Iowa) in 2005.

The primary source of information for this publication has been the official minutes of the North Central Farm Management Extension Committee.

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HISTORY OF THE NORTH CENTRAL

FARM MANAGEMENT EXTENSION COMMITTEE

For nearly 60 years a unique partnership has existed in the North Central Region. Its mission is to make farm management education more effective and thereby improve the well-being of farmers, rural people, and the nation.

Beginnings

This partnership was established April 21-23, 1947, at the first meeting of the North Central Farm Management Extension Committee (NCFMEC) in Chicago, Illinois. A state extension farm management specialist from each of the 13 north central states, Joseph Ackerman and Frank Peck of the Farm Foundation, and L. M. Schruben and H. M. Dixon of the Federal Extension Service-USDA participated in the organization of the NCFMEC. Professor J. Carroll Bottum, Purdue University, was elected chairman, and Joseph Ackerman of the Farm Foundation was chosen as secretary. J. C. Spitler, Director of Extension in Illinois, served as the first Administrative Advisor for the committee.

The initial structure of the NCFMEC called for each of the 13 states to be represented by a state extension farm management specialist appointed by the Extension Director of that state. Representatives from Kentucky, Oklahoma, New York, Pennsylvania and Ontario were added later.

Representatives of the Farm Foundation, the Federal Extension Service-USDA, and an Extension Director were also appointed to serve on the committee. The Extension Director was to be appointed by the North Central Extension Directors and serve as Administrative Advisor and be the liaison between the directors and NCFMEC. Later the Administrative Advisor was selected from the North Central agricultural extension program leaders instead of the directors. In the early 1990s a department chair from the region was also appointed as an administrative advisor to the committee, but this practice was not continued.

Officers of the committee were chairman, vice chairman, and secretary. They were elected annually at the spring meeting from the state specialists on an informal rotation basis.

Joseph Ackerman, Farm Foundation representative, served as the first secretary from 1947-54. Succeeding secretaries were elected from the farm management specialists. A list of the members, administrative advisors and chairs of NCFMEC can be found in Appendix Tables 1, 2, and 3.

The committee met two times each year, in the spring and fall, at the Farm Foundation office in Chicago, Illinois. Starting in the fall of 1967 the committee frequently scheduled its meetings on one of the member campuses or at other appropriate sites. The meetings of approximately 2 1/2 days' length were devoted to discussions of current topics relevant to farm management extension educational programs, reports from states on farm management programs

and activities, and working sessions for the subcommittees assigned specific problems, i.e., farm and home planning, farm records, leasing arrangements, income tax management, etc. The subcommittees' activities usually culminated in publications or special programs for the committee, and/or regional or national meetings of professionals interested in solving farm management problems.

During the early years, each state specialist appointed to the NCFMEC was assigned to a subcommittee, usually one in which the specialist had a special interest and expertise. Farm Foundation and Federal Extension Service representatives and the Administrative Advisor served as ex officio members of the subcommittees. They contributed information on the current situation and activities relevant to the subcommittees' work, especially from other regions of the nation.

The NCFMEC's activities were largely financed by funds from the Farm Foundation during the period 1947-68. In 1969 the North Central Extension Directors and the Farm Foundation developed a new agreement for financing the committee activities. Each state would be responsible for travel and subsistence for their participating staff. And, the Farm Foundation would provide \$1,000 annually for the committee to use in establishing new activities. These funds have been made available for task force proposals and to support speaker expenses for the triennial conferences.

In the fall meeting of 1967 a "Think Committee" composed of Tom Brown, chairman, Herb Howell, and Fred Sobering was appointed to study and recommend to the committee a revised structure and organization for NCFMEC. The "Think Committee" reported back to the committee at the April 1968 meeting and proposed the following structure:

1. The regional committee exists at the discretion of the North Central Extension Directors. Its continuation is determined by their occasional review. It is responsible to the North Central Extension Directors who appoint an Administrative Advisor for the purpose of liaison with the committee.
2. One extension farm management specialist from each of the North Central states is appointed annually by his director to serve on the committee.
3. The entire regional committee shall meet annually. An additional meeting may be held if needed to accomplish urgent tasks. Ad hoc work groups are to meet as needed.
4. A steering committee will be established by the regional committee to plan and coordinate the activities of the regional committee.
5. Small ad hoc work groups will be established to work on critical problems as needed and as available resources permit. Members of these work groups may include extension, research, and teaching staff members as well as non-university persons.

The revised organizational plan was adopted unanimously at the October 1968 NCFMEC meeting. It was believed that the new committee structure would increase the productivity of the subcommittees (ad hoc work groups) by:

1. Broadening the base of expertise on the subcommittees (adding persons who were not members of NCFMEC).
2. Permitting subcommittees the freedom to plan, schedule, and conduct their activities to efficiently accomplish their tasks and still be responsive to NCFMEC.
3. Giving the overall NCFMEC more time at the regular meetings for activities other than subcommittee work.

At the October 1970 meeting the NCFMEC voted to establish subcommittees in accordance with the recommendations of the revised organization plan. The existing subcommittees were continued and the transition to the new organizational structure was begun very gradually.

At the May 1973 meeting the committee again reviewed the revised structure and organization plan and voted to implement it. After a period of three years, the structure would be re-evaluated. All of the present subcommittees were discharged and replaced by subcommittees (ad hoc work groups) in accordance with the newly adopted structure and organization. Ten ad hoc work groups were approved at the fall 1973 meeting (Appendix Table 4).

The overall committee continued to meet in the spring and in the fall each year through 1974. At that time the NCFMEC began operating in accordance with the revised structure and organizational plan. The steering committee composed of the chairman, vice chairman, secretary, and representatives of Farm Foundation, Extension Service-USDA, and the Administrative Advisor met in the spring to plan and coordinate the activities of NCFMEC. Programs were developed for the fall annual meeting. Subcommittee work groups were evaluated and recommendations were proposed for the total committee on the continuation, termination, or establishment of new work groups.

The full NCFMEC met only once each year (except when triennial workshops were held) until May 1987 when the committee agreed that a yearly meeting did not allow enough time for planning, discussion of farm management issues, and keeping in contact with the work groups. Since that time the committee has met twice yearly, generally on the campus of one of the member states in the spring and at a central location such as Kansas City or St. Louis in the fall. In years in which a triennial workshop has been held, a shorter committee business meeting has been held at the same time.

Objectives

The initial objectives of the NCFMEC were:

1. To define the work of farm management extension.
2. To appraise and evaluate the farm management extension programs now in operation.
3. To share materials, procedures, and programs in an effort to improve extension work in the various states.

4. To jointly prepare material of interest in the area.
5. To continually appraise the changing conditions in agriculture and adapt farm management extension programs to these changing conditions.

Four broad areas of information and understanding needed in our extension farm management programs were identified in the report titled **Farm Management in the Years Ahead** that was prepared in 1966 by the NCFMEC. These areas, all of which are interrelated, include:

1. To improve the understanding of managerial and economic principles essential in managing a farm business.
2. To increase farm business managers' knowledge of the economic climate in which decisions are made.
3. To assist in developing economic evaluations of the potential application of changing technology in the individual farm business.
4. To improve the understanding of farm business organization requirements including resource acquisition, allocation, and control.

The proposed revised **Structure and Organization of NCFMEC** in 1968 stated the objectives as follows:

The major objectives of the committee are:

1. To continually appraise changing conditions in agriculture and to identify new program areas and educational methods for farm management extension emphasis.
2. To foster and encourage cooperative projects on which individuals from different states can work jointly to mutual advantage.
3. To share farm management extension materials, techniques, and programs.
4. To encourage the development of interdisciplinary and multi-state activities.
5. To develop closer ties between research, resident instruction, extension, and agribusiness.

In the General Plan of Work developed by the committee in 1994, the objectives were revised and expanded to the following:

1. To continually appraise changing conditions in agriculture and to identify priority issues and educational programs for agricultural producers and those who serve them.
2. To foster, encourage and conduct multi-state and multi-regional projects and in-service programs.

3. To share farm management educational materials, techniques, programs, and program evaluations.
4. To foster and encourage application of new educational technologies in Farm Management and Extension Education Programs
5. To respond to opportunities for input to task forces, committees, and federal agencies involved in identification of national extension program priorities and other matters directly related to Farm Management Extension Education.
6. To encourage closer ties between research, resident instruction, extension, agribusinesses, department chairs, and public agencies.
7. To foster world-wide communication among farm management extension specialists.

Basically over the years the objectives of the NCFMEC have changed little. With experience, the objectives were stated more clearly. It was the methods of achieving the objectives that changed. The science of management is constantly changing because of new knowledge, but the art or process of management is relatively constant.

Strengths and Weaknesses

The maintenance of a strong, viable, aggressive organization for more than four decades is a major achievement. It reflects an important need shared and supported by a broad audience. The founders of the committee demonstrated their wisdom by the flexible structure they chose. It has permitted the committee to adjust to the changing needs of their clientele as well as the turnover in committee membership. The committee functions as a committee as a whole for such tasks as interpreting the current economic environment and planning strategies for designing program thrusts that will alleviate problems. Subcommittees or task forces are better able to attack special problems, and perform best upon tasks that are demand-driven. When there is no specialist on the subcommittee with a strong interest or expertise in the problem, progress moves slowly.

A frequent admonition of the administrative advisors has been that the committee should improve its communication with the North Central Extension directors. Efforts have been made to achieve better communication. The vice chairman of the committee has been assigned the responsibility of preparing a written report annually for the directors listing activities, subcommittee assignments, work completed, and progress on unfinished tasks.

A problem which appears to be of greater consequence in recent years is the more rapid turnover in committee membership. With retirements and promotion of members to administrative positions, more new members are serving on the committee.

A related problem has been the gradual reduction in the number of state specialists with 100 percent extension appointments. The addition of teaching and research responsibilities has made scheduling meetings and completing committee assignments more difficult.

The consequence may be some loss of history and purpose for the committee. The minutes of the committee contain numerous acclamations from the Administrative Advisors, Farm Foundation representatives, and the Extension-USDA representatives that the committee has and continues to be a very productive organization. Undoubtedly the strong feeling of commitment of members on the committee toward a common mission of making the farm management educational program more effective is instilled in newer members by the experienced members.

There appears to be ample evidence that the NCFMEC possesses the desire, the ability, and the commitment to continue to work together on cooperative multi-state activities that will enhance the welfare of citizens in the North Central states and the nation.

Major Contributions

The greatest contribution which the NCFMEC has made during its existence has been the professional influence it has exerted on the 128 farm management specialists who have served on the committee. The opportunity to associate on a continuing basis with a group of professional peers, many of whom were ideal role models, has built a cadre of competent farm management specialists in every state in the region.

The authors believe that four different generations of farm management specialists can be identified during the years of the committee's existence. Each unique generation had special needs that were reflected in the activities of the committee.

The first generation could be characterized as outstanding county agents recruited to lead a farm management program at the state level. The first generation of specialists needed assistance in defining a farm management program and in obtaining academic competence and recognition.

The second generation specialists were the county agent/state specialists with on-the-job farm management program experience. They desired additional training. Regional workshops were established. Sabbatical leaves and other incentives were developed to encourage this generation of specialists to obtain a Ph.D. degree.

The third generation are Ph.D. graduates employed as state farm management specialists. These individuals had prior vocational agriculture or extension field experience. Most of these persons were farm-reared and possessed an understanding of farm families and rural communities.

The fourth generation are Ph.D. graduates employed as state farm management specialists who have had no previous extension or comparable field experience. Many did not grow up on a farm or in a rural community, and many have research and teaching responsibilities in their department, as well.

Obviously the transition between the four generations has been gradual and has varied widely between states, but a careful study of the activities of NCFMEC will clearly show how they were designed to meet these various needs.

The NCFMEC was established following World War II, a period of rapid change in agriculture in the U.S. Farm families were adjusting to a modern way of farming. Tractors replaced horses. REA electrified most farm homes. Fertilizers became an essential input. Hybrid seeds were purchased and farming was treated more like a business. The demands placed upon extension by this revolution down on the farm required some new innovative approaches.

The formation of the NCFMEC was a highly successful cooperative effort -- a model soon to be duplicated in other regions of the country and by other subject matter areas. The driving force behind the formation of NCFMEC was the expanding demand for farm management educational programs. Farm families recognized their deficiencies in managerial skills and economic information needed to make current decisions. Extension was trying to meet these needs but was extremely short in trained, experienced, farm management specialists. Experienced county agents were being promoted to state specialist positions. On-the-job training was absolutely necessary if these new recruits were to develop into competent state farm management specialists.

One of the committee's earliest and perhaps most significant contributions was **Farm and Home Planning**. Not only did this program effort encourage the development of new applications for farm management principles and techniques, but it created a national awareness of the need for farm management.

Starting with the "Balanced Farming Program" in Missouri, the farm and home development concept grew. Farm management began to be recognized as the discipline that could contribute to the integration of the production disciplines as sources of information for farm families to use in planning and developing a total farm and family system. The large Congressional appropriations for Farm and Home Development in the early 1950s enabled every state to expand its farm management staff. With new eager staffs and a farm public that demanded assistance, it was inevitable that farm and home planning would become very important influence on farm management programs for decades to come.

The NCFMEC was instrumental in the development and adoption of farm management analysis tools and techniques. Farm records, which for a long time were almost synonymous with farm management, were adapted to farm planning and analysis. Enterprise records provided information for marginal analysis. Block budgeting permitted comparisons of alternatives systems. And, as electronic data processing capabilities emerged, these farm management tools and techniques were quickly converted. The computer permitted linear programming and simulation to replace hand budgeting of farming alternatives.

The need to understand and take appropriate action to governmental laws and regulations prompted farm families to demand educational programs in income tax management, social security, insurance, governmental farm programs, etc. These types of activities could be handled very efficiently by NCFMEC subcommittees. The impact upon farmers was the same regardless of where they lived. Therefore, one bulletin or form could be used by many states. In fact, there was no good reason why the publications should be limited to the North Central Region and in many instances they were made available nationally. The **Farmer's Income Tax Guide** which has been published annually by the Internal Revenue Service since 1955 was initiated by the NCFMEC subcommittee on income tax and tax

management. A regional publication entitled **Income Tax for Farmers** was published each year from 1948 through 1954. Since that time, the subcommittee has cooperated with the Internal Revenue Service in preparing the **Farmer's Tax Guide**.

Farm leasing is another area in which the committee has been very active. The NCFMEC currently provides to all states in the region, and any other state desiring them, a library of 10 different publications and forms about leasing and rental arrangements that will satisfactorily meet the needs of most farmers and landowners.

The advent of the home computer introduced a whole new vehicle for teaching farm management concepts, particularly in the accounting and financial management areas. The payoff from the NCFMEC's activities in farm financial management software development and sharing has been substantial. It would not have been possible for each state to have invested the resources to develop their own computer software.

The North Central Computer Institute (NCCI) was established in 1981 to serve as a clearinghouse for technical information about computer hardware and software, and to promote the development of regional management decision aids. John Schmidt and Arlin Brannstrom provided leadership.

The Minnesota Center for Farm Financial Management (CFFM) staff, led by Dick Hawkins, created the development of financial management software. Their FINPACK series is being used in more than 35 states. Cooperation between NCFMEC, CFFM, NCCI, and other groups has proved the desirability of interstate sharing of software. Not only has the sharing increased the effective use of tax payers' monies but it has encouraged greater uniformity in philosophy and principles of farm financial management between states.

Responding to Needs

Successful extension farm management programs must be able to respond to the needs of farmers and rural people. The response must be credible, i.e., have a strong research basis and it must be timely. The NCFMEC has provided a useful mechanism for involving each state in a regular, planned, structured discussion of the emerging problems that were or soon would be faced by farmers in the region. States who were out in the lead in offering solutions to these problems have willingly shared them with other states.

It was indeed amazing how rapidly all state extension programs were able to respond to such major calamities as the financial crisis that faced rural America in the 1980s. Furthermore, the similarity of programs within the states in the region was very striking, as it should have been. The problems were discussed at NCFMEC meetings. States reported what they were doing. Successful ideas were borrowed and implemented immediately. Special task forces (subcommittees) were implemented when necessary.

The value of having the NCFMEC in place and its ability to function quickly was indeed great. For example in 1986, twelve of the North Central states were successful in competing for project funding for assisting financially distressed farmers. Out of a national total of 20 funded special projects, 13 were won by the states in the North Central Region.

Subcommittees

The subcommittees or ad hoc work groups allowed the pooling of resources to more efficiently generate ideas, develop programs, write publications or software, conduct workshops, etc. All states benefited from the investment made by a few states. And even more importantly, every state did not possess the expertise to do an adequate job. For example, how many states in the North Central Region had legally trained faculty competent to revise annually the educational materials needed for income tax management courses? And, furthermore, was it the best use of scarce resources to duplicate what was already being done in another state?

Two excellent examples of subcommittee work which have greatly improved the farm management programs in each of the 13 states were farm leases and income tax management. Each state was able to provide farmers with the latest leasing arrangements or income tax management publications regardless of whether they had a staff trained competent in that area. And, the states could purchase the publications at a lower cost than they could print them individually.

Publications

One of the most visible and enduring accomplishments of the NCFMEC is the group of North Central Regional (NCR) publications that have been developed over the years. These publications resulted from critical needs identified by committee members. A team of authors from several states was assembled to produce each bulletin, often as part of a subcommittee or task force. After being reviewed by other specialists, the publications were distributed across the region. Authors and reviewers were generally committee members, but not always. Other committee members took on the task of revising and updating the publications after the original authors were retired or even deceased.

For many years NCR bulletins were edited and printed on the campuses of the North Central universities, usually at the home of the lead author. There was little or no consistency in style or price. Specialists from other states ordered supplies to stock in inventory on their own campuses. The process of reviewing, approving, and assigning publication numbers was coordinated by the North Central Regional Materials Project, headquartered at Iowa State University.

In 1997 the committee signed a memorandum of understanding with the Midwest Plan Service, a regional project that edited, printed and distributed publications in the agricultural engineering field. Purposes of the agreement were to:

- 1) Convert all the NCR farm business management publications to a common format.
- 2) Store and distribute them from a single site.
- 3) Implement a uniform pricing structure across the region.
- 4) Take advantage of MWPS' name recognition and marketing expertise.

As existing NCR publications were revised and/or reprinted, they were transferred to MWPS responsibility. All current publications managed by the committee are printed and distributed by MWPS (see Appendix Table 6).

Sharing Ideas and Program Materials

From the very beginning, an important activity of the NCFMEC has been the sharing between states of ideas, materials, and programs. At a typical annual meeting, selected states have been asked to report upon their program activities. Each state representative was encouraged to bring copies of new publications to exchange with his/her colleagues. When a state was host of the committee meeting, additional time on the program was devoted to a more in-depth study of that state's program.

Professional Improvement Workshops

Soon after the establishment of the NCFMEC, members became interested in finding ways to improve the professional competence of all the extension farm management specialists in the region. Since only the appointed representative could participate directly in the discussions and interaction with other committee members at the annual meetings, workshops were conducted for the entire farm management specialist staff in the region. The first workshop was held at Purdue in 1962, followed two years later by one in Illinois, and every three years since. Hence, the name "triennial workshops" was adopted. Appendix Table 5 lists the years, locations, and themes covered at the triennial workshops.

The workshops have proven to be very popular and well attended. In addition to farm management specialists from the region, specialists from Canada and states outside of the North Central Region have attended. Area farm management specialists were invited to the Iowa State (1967) and Nebraska (1970) workshops. The large attendance at these two workshops prompted the committee to organize multi-state workshops for area based farm management specialists. Missouri, Kansas, Nebraska, and Oklahoma conducted a "Four-state Workshop" in 1974, 1977, 1980, 1983, and 1986. Iowa, Minnesota, Illinois, and Wisconsin conducted joint workshops in 1973, 1976, and 1980. Ohio, Indiana, Michigan, and Kentucky have conducted workshops on dairy management and estate planning. In the 1990s multi-state workshops were discontinued and district or county-based Extension staff who had farm management responsibilities were invited to attend the North Central triennial workshops.

With encouragement from the North Central extension leaders, recent workshops have partnered with other extension groups, including the North Central livestock specialists (1997), North Central agricultural engineering specialists (2000), and the Southern Farm Management Extension Committee (2004).

Other Professional Improvement Activities

Beginning in 1970 the NCFMEC instructed the Professional Improvement Subcommittee to take positive steps to encourage greater participation of extension farm management specialists in the AAEA annual meeting. To accomplish this, AAEA was urged to expand programs of interest to extension farm management specialists. The cooperation was very good. Subsequent AAEA meetings have included a wide range of professional improvement opportunities for extension specialists.

In 1999 the Extension Section of the AAEEA was formed. Several past members of the NCFMEC have carried out leadership roles in this section.

Joint meetings have been held with the North Central Regional Research Committee, the North Central Producer Marketing Committee, the North Central Policy Committee, the American Society of Agricultural Engineers, and the Canadian farm management specialists. Dates and locations of these joint meetings are listed in Appendix Table 3.

The resulting benefits from these joint activities have been numerous. Communication between the groups was expedited. Information and points of view were shared. Joint subcommittees were established to conduct applied research, write publications, and cooperate in professional improvement workshops.

The NCFMEC has maintained and cultivated cooperative relationships with national producer organizations and agribusiness groups. A few examples will illustrate the kind of output which came from these cooperative efforts: The American Bankers Association's "Agricultural Credit Handbook," the National Swine Producers Handbook, and the National Sheep Producers Program.

The Future

Only time will tell if the NCFMEC can continue to work toward its objectives. Other regional extension committees have gone out of existence due to shrinking budgets, dwindling staff and lack of a clear focus. Ultimately, only dedication by the appointed members and a commitment to improving farm management education in the North Central region will sustain the NCFMEC through the 21st century.

Appendix Table 1

Membership of the North Central Farm Management Extension Committee

Illinois

J. E. Willis	Duane Erickson
J. B. Cunningham	Royce Hinton
J. B. Claar	Richard Kesler
George Whiteman	Dale Lattz
Robert Schwart	Gary Schnitkey

Indiana

J. Carroll Bottum	David Bache
Noah Hadley	David Petritz
Paul Robbins	George Patrick
Ed Carson	

Iowa

Carl Malone	
Herb Howell	Robert Jolly
Everett Stoneberg	William Edwards

Kansas

Paul W. Griffith	T. Roy Bogle
J. C. Love	John Schlender
J. H. Coolidge	Michael Langemeier
Wilton Thomas	Rodney Jones
Don Pretzer	

Kentucky

Harry Young	Charles Moore
E. F. Daniel	Richard Trimble
Stephen Q. Allen	John Anderson
Buel F. Lanpher	Steve Isaacs
Wilmer Browning	

Michigan

John C. Doneth	Ralph Hepp
E. M. Elwood	Gerald Schwab
Leonard Kyle	Sherrill Nott
Myron Kelsey	Steve Harsh

continued

Minnesota

S. B. Cleland
E. H. M. Hartmans
Hal Routhe
Paul Hasbargen
Kenneth Thomas

Earl Fuller
Fred Benson
Richard Hawkins
Dale Nordquist
Bill Lazarus

Missouri

C. E. Klingner
Tom Brown
Charles Beer
Herman Workman

Norlin Hein
Ron Plain
Joe Parcell
Joe Horner

Nebraska

F. J. Chase
Richard Ford
Everett Peterson
Philip Henderson

Larry Bitney
Richard Clark
Roger Selley
Darrell Mark

New York

George Casler
Gerald White

Robert Milligan
Wayne Knoblauch

North Dakota

H. W. Herbison
Fred Olson
Fred Sobering
Billy Rice
Ron Anderson

Arlen Leholm
Harlan Hughes
George Flaskerud
Dwight Aakre

Ohio

Guy Miller
L. H. Barnes
Glen Vollmar
Ray Krofta
John Moore
Allan Lines

Dick Duvick
Bernie Erven
Warren Lee
Brian Roe
Don Breece

continued . . .

Oklahoma

Cecil Maynard
Ted Nelson
Ross Love

Mike Hardin
Damona Doye

Ontario

Ralph Winslade
Wayne Howard

Clarence Haverson

South Dakota

A. W. Anderson
Lyle Bender

Wallace Aanderud
Burton Pflueger

Wisconsin

I. F. Hall
Peter Dorner
Glen Pulver
Robert Rieck
Richard Weigle

Harlan Hughes
Robert Luening
Richard Klemme
Bruce Jones
Arlin Brannstrom

Federal Extension Service

L. M. Schruben
H. M. Dixon
L. M. Vaughn
J. B. Claar

E. A. Johnson
Buel Lanpher
Don West
Mark Bailey

Farm Foundation

Frank Peck
Joseph Ackerman
Howard Diesslin
Jim Hildreth

Neill Schaller
Walter Armbruster
Steve Halbrook

Appendix Table 2
Administrative Advisors

J. E. Spitler, Illinois
Murl McDonald, Iowa
J. W. Burch, Missouri
W. B. Wood, Ohio
J. B. Claar, Illinois
Schell Bodenhamer, Missouri
Carl Scheneman, Missouri
Paul Crooks, Indiana

Ted Jones, Ohio
Don Pretzer, Kansas
David Petritz, Indiana
Norlin Hein, Missouri
Gale Arent, Michigan
Rick Klemme, Wisconsin

Appendix Table 3
NCFMEC Chairs and Meeting Locations

<u>Term</u>	<u>Chairman</u>	<u>State</u>	<u>Location of Meeting</u>	
			<u>Spring</u>	<u>Fall</u>
1947-48	J. Carroll Bottum	IN	Chicago	Chicago
1948-49	S. B. Cleland	MN	Chicago	Chicago
1949-50	Paul W. Griffith	KS	Chicago	Chicago
1950-51	Guy W. Miller	OH	Chicago	Chicago
1951-52	Carl Malone	IA	Chicago	Chicago
1952-53	John Doneth	MI	Chicago	Chicago
1953-54	C. E. Klingner	MO	Chicago	Chicago
1954-55	Herb Howell	IA	Chicago	Chicago
1955-56	H. W. Herbison	ND	Chicago	Chicago
1956-57	Art Anderson	SD	Chicago	Chicago
1957-58	Lyle Barnes	OH	Chicago	Chicago
1958-59	George Whitman	IL	Chicago	Chicago
1959-60	John Coolidge	KS	Chicago	Chicago
1960-61	Phil Henderson	NE	Chicago	Chicago
1961-62	Hal Routhe	MN	Indiana ¹	Chicago
	(for Glen Pulver, WI)			
1962-63	Hal Routhe	MN	Chicago	Chicago
1963-64	John Doneth	MI	Illinois ¹	Chicago
1964-65	Noah Hadley	IN	Chicago	Chicago
1965-66	Everett Stoneberg	IA	Chicago	Chicago
1966-67	Tom Brown	MO	Iowa ¹	Chicago
1967-68	Fred Sobering	ND	Chicago	North Dakota
1968-69	Wallace Aanderud	SD	South Dakota	Indiana ³
1969-70	John Moore	OH	Nebraska ¹	Michigan ³
1970-71	Duane Erickson	IL	Ohio ²	Wisconsin
1971-72	Wilton Thomas	KS	Kansas	Chicago
1972-73	Larry Bitney	NE	Michigan ¹	Minnesota
1973	Richard Weigle	WI	-	Oklahoma
1974	Richard Weigle	WI	-	Indiana
1975	Richard Hawkins	MN	-	Kentucky
1976	Everett Stoneberg	IA	Wisconsin ¹	Illinois
1977	Paul Robbins	IN	-	Iowa
1978	Billy Rice	ND	Kansas ¹	Missouri
1979	Allan Lines	OH	-	North Dakota
1980	Myron Kelsey	MI	-	Ohio
1981	Herman Workman	MO	-	South Dakota
1982	Wallace Aanderud	SD	Indiana ^{2,3}	Nebraska
1983	Larry Bitney	NE	-	Minnesota
1984	Don Pretzer	KS	Missouri ²	--
1985	Don Pretzer	KS	Illinois ¹	--
1986	Robert Luening	WI	Oklahoma	--
1987	Richard Kesler	IL	Guelph, Ontario	Chicago ²

**Appendix Table 3 (continued)
NCFMEC Chairs and Meeting Locations**

<u>Term</u>	<u>Chairman</u>	<u>State</u>	<u>Location of Meeting</u>	
			<u>Spring</u>	<u>Fall</u>
1988	Richard Hawkins	MN	Iowa ¹	Chicago ²
1989	Ralph Hepp	MI	Kansas City	Chicago
1990	Norlin Hein	MO	Kansas City	Tulsa
1991	William Edwards	IA	St. Louis ¹	Washington, DC
1992	Ross Love	OK	Kansas City	Kansas City
1993	Bernie Erven	OH	St. Louis	Kansas City
1994	Burton Pflueger	SD	St. Louis ¹	Kansas City
1995	George Patrick	IN	Minnesota	Kansas City
1996	Bruce Jones	WI	Des Moines	St. Louis
1997	Richard Trimble	KY	Nebraska ¹	St. Louis
1998	Gerald Schwab	MI	Indiana	Kansas City
1999	Dale Lattz	IL	Wisconsin	St. Louis
2000	Rodney Jones	KS	Michigan ¹	Kansas City
2001	Robert Milligan	NY	Minnesota	Kansas City
2002	Roger Selley	NE	Nashville ⁴	Louisville
2003	Arlin Brannstrom	WI	Kansas	St. Louis
2004	Gary Schnitkey	IL	Kentucky ¹	St. Louis
2005			Illinois	

¹ Workshop.

² Joint with Marketing Committee.

³ Joint with Farm Management Research Committee.

⁴ Joint with Southern Farm Management Extension Committee.

Appendix Table 4
NCFMEC Subcommittees and Task Forces
Listed by Year of Initiation

1968	Credit and Tenure Professional Improvement and Workshop 1970 Application of EDP in Farm Management Tax Management, Insurance, Social Security Applied Research Needs Appraisal of the Economic Climate
1970	Tax Management, Social Security, and Insurance
1971	Low Income Farmer (established and name changed, Small Farm) Environmental Quality
1974	73-1 Four-state In-service Workshop for Area Farm Management Specialists 73-2 Tri-state Farm Management Workshop 73-3 Guide Sheets, Budgets, Work Tools for Small Farm Program 73-4 Alternative Methods of Inaugurating and Staffing Small Farm Program 73-5 Estate Planning and Farm Transfer 73-10 Systems Management Approach for Dairy Farms 74-1 Estate Management 74-2 Systems Management Approach for Dairy Farms
1975	75-1 Land Values and Land Ownership 75-2 Revision of North Central Publication No. 2, Income Tax Management 75-3 Affect of Land Prices on Leasing Agreements
1976	Estate Planning Workshop Crop and Livestock Budgets for Small Farms Four-state Farm Management Workshop Revision of S 16 Southern Farm Management Publication
1977	Getting Started in Farming 1979 NCFMEC Workshop How Much Debt Farm Labor Management Farm Office Layout
1978	Leasing Arrangements Uniform Farm Records
1979	79-2 Publications for Small Farms Programmable Calculators Farm Management Application of Small Computers
1981	81-1 Income Tax Management 81-2 Small Farm Publications 81-3 Pre-retirement Planning 81-4 Farm Labor Management 81-5 Equipping and Managing the Farm Business Center
1982	82-1 Bankruptcy

- 82-2 Coordination of Emerging Software
- 82-3 Farm Building and Machinery Leases
- 82-4 Breeding Stock Rental Arrangements
- 1983 83-1 Farm Financial Management Planning Computer Software
- 83-2 Letter-study Course on Managing the Dairy Farm Business
- 83-3 NCR Farm Partnership Bulletin
- 1984 84-1 Farm Financial Management Computer Software
- 84-2 Installment Sales and Land Contracts
- 84-3 Farm Real Estate
- 84-4 Computers for Farmers Publication
- 84-5 Risk Management
- 1985 85-1 Farm Record Coordination
- 85-2 NCR Farm Management Summer School
- 1987 87-1 Farming Systems (established)
- 87-2 Hog Production Contracts (established)
- 1988-96 Complete Farm Business Plans
- Managing Change in Agriculture
- NCFMEC web page
- 1997 97-2 Machinery Management
- 2001 01-1 Entrepreneurship

Appendix Table 5
NCFMEC Professional Improvement (Triennial) Workshops

<u>Date</u>	<u>Location</u>	<u>Conference Theme and/or Topics</u>
1962	Purdue	To enlarge the vision and broaden the perspective of the entire farm management specialist staffs of the North Central Region.
1964	Illinois	To improve the effectiveness of farm management educational efforts in the future.
1967	Iowa State	Appraise the economic climate and educational needs of changing clientele. Examine approaches for supplying applied research. Appraise new programs and techniques. Improve professional competence of farm management extension specialists.
1970	Nebraska	The structure of agriculture - what will it be in 1980. How large will efficient units be. Penetration of big corporations in agriculture. Using EDP in farm management.
1973	Michigan State	Low-income farm families. Utilizing computers in decision making. Shaping farm management programs for today's economic and political environment.
1976	Wisconsin	Farm financial planning under rapidly changing input-output relationships. Implications of changing input-output and cost-returns relationships for total farm business.
1979	Kansas	Farm management extension programs in a changing environment.
1982	Purdue	Meeting the farm management and marketing challenges of the 80s.
1985	Illinois	Farm management: challenges and responsibilities for a new age.
1988	Iowa State	Enhancing profitability and competitiveness in a changing structure: an evolving role for extension farm management.
1991	St. Louis	Meeting marketing and management challenges of the 1990s.
1994	St. Louis	The Information Age: What It Means for Extension and its Constituents
1997	University of Nebraska	Extension's Presence and Impact Within a Changing Livestock Industry (jointly sponsored by the North Central Livestock Extension Specialists).
2000	Michigan	Food Animal Production Systems: Issues and Challenges.
2004	Kentucky	Change in Rural America: Social and Management Challenges – Reports from the Frontline (jointly sponsored by the Southern Extension committees).

Appendix 6
North Central Regional Publications Developed by the NCFMEC

<u>NCR#</u>	<u>Title</u>	<u>Originating State</u>
2	Income Tax Management for Farmers	Wisconsin
11	The Farm Corporation	Iowa
34*	Managing Your Farm Financial Future	Minnesota
41	Dairy Cow Leasing and Sharing Agreements	Wisconsin
43	Tax Planning When Buying or Selling a Farm	Wisconsin
49*	Retirement Planning for Farm Families	Michigan
50*	Farm Business Arrangements: Which One For You	Minnesota
51	Farm Real Estate	Illinois
55*	Tax-sheltered Retirement Plans	Ohio
56	Long-term Installment Land Contracts	Michigan
75	Fixed and Flexible Cash Rental Arrangements for Your Farm	Kansas
76	Cash Farm Leases	Kansas
77	Crop-Share or Crop-Share-Cash Farm Leases	Kansas
81	Getting Started in Farming	Missouri
82	Getting Started in Farming: Mostly on Your Own	Missouri
83	Getting Started in Farming: Part-time or Small Farms	Missouri
84	Getting Started in Farming: Via the Home Farm	Missouri
85	Getting Started in Farming: So You've Inherited a Farm	Missouri
105	Crop-Share or Crop-Share-Cash Rental Arrangements for Your Farm	Kansas
106	Irrigation Crop-Share or Crop-Share-Cash Farm Lease	Kansas
107	Livestock-Share Rental Arrangements for Your Farm	Kansas
108	Livestock-Share Farm Lease	Kansas
109	Pasture Lease	Kansas
148	Irrigation Crop-Share and Cash Rental Arrangements for Your Farm	Kansas
149	Pasture Rental Arrangements for Your Farm	Kansas
193*	Farm Estate and Transfer Planning	Minnesota
214	Rental Agreements for Farm Machinery, Equipment, and Buildings	Kansas
215	Farm Machinery, Building, or Equipment Lease	Kansas
224	Planning Your General Farm Partnership	Minnesota
225*	Managing the Financial Future of Your Dairy Farm (Study Course)	Iowa
	#1 Determining Your Goals and Values	
	#2 Gathering the Numbers You Need	
	#3 Analyzing Your Numbers	
	#4 Using Your Numbers in Decision Making	
	#5 Evaluating Your Production Management Alternatives	
	#6 Developing Your Long Range Plan	
	#7 Implementing Your Annual Plans	

<u>NCR#</u>	<u>Title</u>	<u>Originating State</u>
233	Planning and Managing Your Farm Business Center	Missouri
247*	A Computer for Your Farm: Some Things To Think About	Missouri
329	Farm Personnel Management	Ohio
406	Managing Risk in Agriculture	Indiana
568	Planning the Financial/Organization Structure of Farm and Agribusiness Firms: What are the Options?	Indiana
610A	Developing a Longer Range Strategic Farm Business Plan	Minnesota
610B	Managing the Overall Farm Business	Minnesota
610C	Managing Production and Marketing Systems	Minnesota
610D	Acquiring and Managing Recourses for the Farm Business	Minnesota
610E	Getting Established in Farming	Minnesota
610F	Planning the Late-Career, Retirement-mode Years	Minnesota
615	Purchasing and Leasing Farm Equipment	Iowa

* No longer being published