

Welcome to Ag Biz Masters!

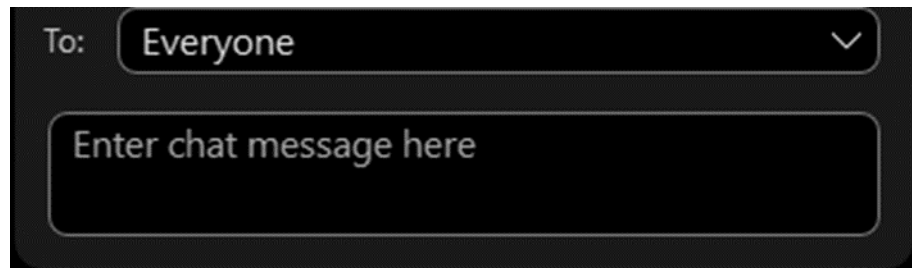
January 27, 2025



888.339.3334
HorizonFC.com

Webinar Housekeeping

- Please mute your audio and turn on your video, if possible.
- Questions?
 - Please use the chat function below.



To: Everyone

Enter chat message here

Agenda

- Welcome
- Future-Proofing Your Business with Dr. David Kohl
- Ag Biz Course Overview
- Introduce YBS Relationship Managers
- Session Wrap-up

What do you hope to learn from the course?

business management Ag Business management
successful
skills work better understanding
plan gain make farm better decisions
understanding start financial help
learn knowledge run business agriculture
want business plan grow operations
manage financial side

Future-Proofing Your Business

Dr. David Kohl

FUTURE-PROOFING YOUR BUSINESS



Dr. David M. Kohl

Professor Emeritus, Agricultural and Applied Economics

Member of Academic Hall of Fame, College of Agriculture & Life Sciences

Virginia Tech, Blacksburg, VA

Email: sullylabvt@gmail.com

January 27, 2025

Key Words for Game Planning in 2025

- Bifurcated
- Regenerative
- Transformative
- R.E.M. (Respond, Execute, Monitor)



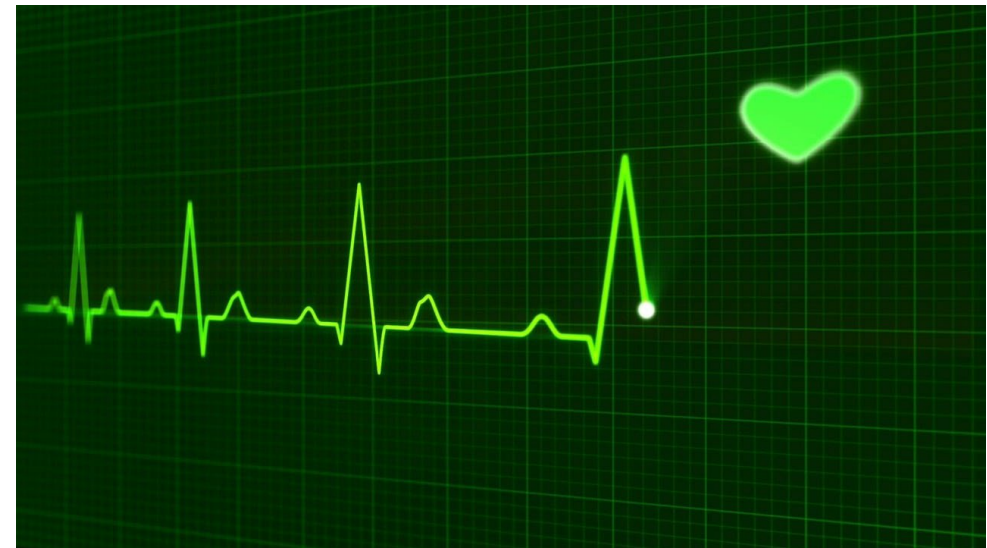
Super Global Trend Disruptors: Evolution Accelerators

- Geopolitical environment
 - Global elections results
 - Trade sanctions & tariffs
 - Counter tariffs
 - Globalization, deglobalization
- Stages of diffusion of innovation for fossil fuels, green energy & AI
 - Infatuation: 2022-2024
 - Disillusionment: 2024-2027
 - Reorientation: 2027 & beyond
- \$84 trillion of wealth will transfer from 2025 to 2040
- Black swans vs. grey rhinos
- Dollar dominance
- BRICS, new currency



Economic Realities in Agricultural Industry: The Pulse

- Negative triple play
 - Margin compression acceleration
 - Price/cost, interest rate lag
 - Shrinkage of working capital
- Beef/livestock bright spots
- Asset value decline?
 - Machinery & equipment
 - Commodities in storage
 - Farm & ranch land
- Concentration of ag industry
 - 000's, commas, multipliers
- Lenders tightening credit



Duration of the Economic Down Cycle in Agriculture

- Export markets – trade bill sanctions, tariffs & “counter tariffs”
- Economic health of the Big Three Trading Partners
- Economic health of U.S. economy
- Weather globally
- Strength of U.S. dollar
- Monetary/fiscal policy
- Competition from Global South



Mid-Atlantic Perspectives & Positives for Farms & Agribusinesses

- One third of the population in U.S.A with disposal income & wealth is within 12 hour drive
- Destination for tourism & recreational spending
- National amenities aligned with small to mid-sized farms & food businesses
- Historical vantage point where past meets the future
 - Regenerative agriculture
 - Innovation
 - Technology
- Alignment with next gen consumers

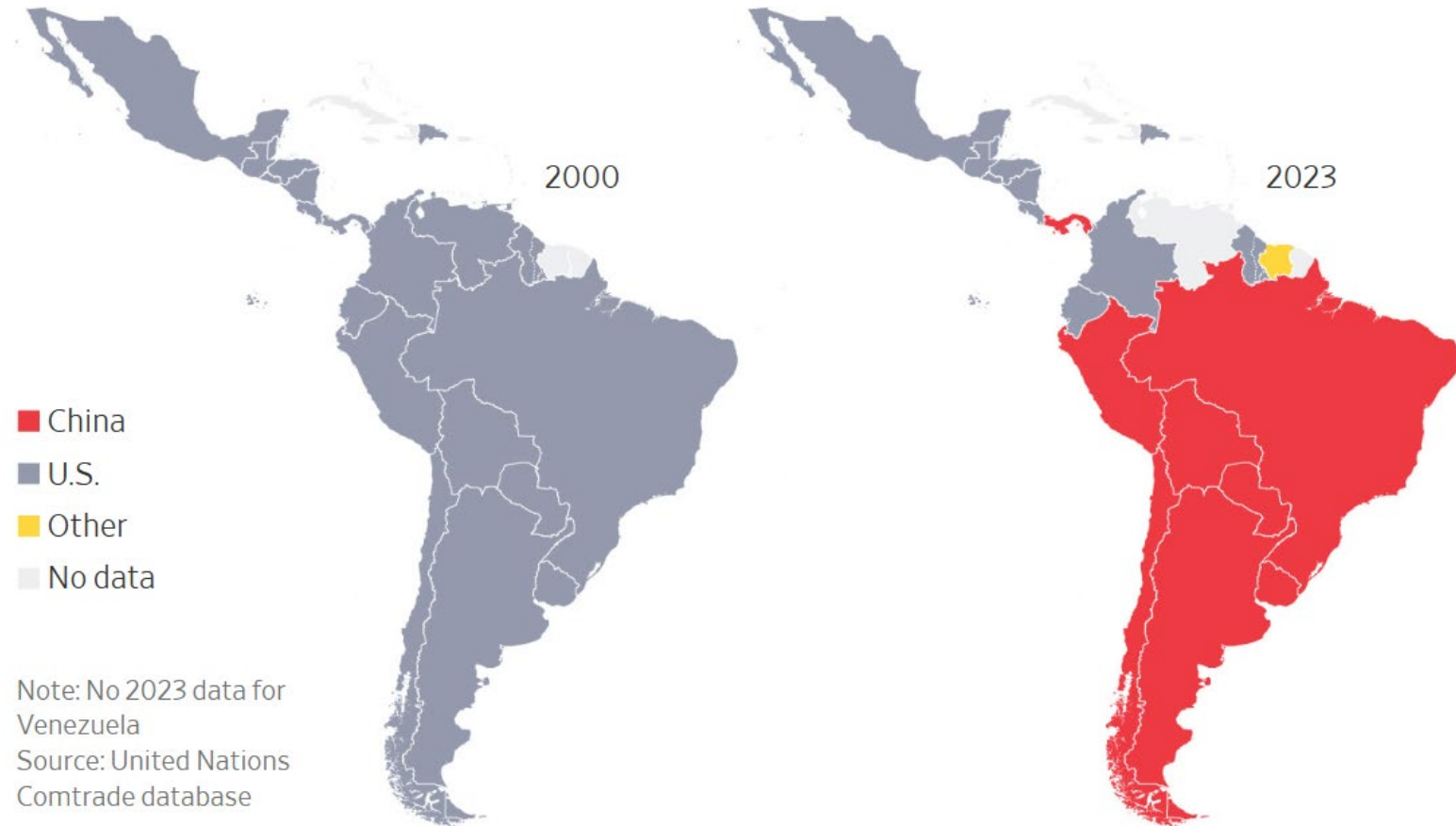
Quick Global Economic Assessment

- China
 - Demographic
 - 1980 19% of population urban
 - 2024 65% of population urban
 - Housing value decline
 - Stock market value decline
 - Sanction/tariffs/trade
- India
 - Farm policy protectionism



- Europe
 - Tourism
 - Greenwave/backlash
- Mexico/Canada
 - New leader, same policy
 - Downgraded economy to negative
 - Canada: slow economy
- Southern Hemisphere
 - Belt & Road Initiative
 - Currency challenges

Largest Extraregional Trading Partners, by Total Value of Goods Traded



<https://www.wsj.com/world/china-xi-jinping-latin-america-acf6dbc1?page=1>

U.S.A. Economy Snapshot

- ALICE (asset-limited, income-constrained, employed)
- Government debt \$1 Trillion increase every 100 days
- Credit card debt = \$1.3 Trillion
- LEI, PMI, Consumer Sentiment, Inverted Yield Curve
- Delinquency on credit card debt & auto loans highest level since 2012
- Government money driving A.I. (artificial intelligence) & green energy
- In 2000: 73% of population urban
- In 2024: 84% of population urban



Watch List for Potential Recession



- High income earners
- Paper wealth devalues:
 - Stocks, investments
 - Homes, real estate
 - Other
- A.I. (Artificial Intelligence) vulnerability, geographic, mobility constrained
- Corporate restructuring
- Curtailed discretionary spending
- Noise in government & Federal Reserve data
- HENRY (High, Earnings, Not Rich Yet)
- HERMAN (High C Earnings, Rich, Mobile, Appreciated Net Worth)

Trends Impacting the Agricultural Industry in 2025 to 2050

- Regenerative ag, soil & water health: healthy soil & water = healthy plants, animals, human beings & environment.
- The medical field & agriculture will be collaborative in preventive & proactive healthcare.
- Transparency to the future consumers. 75% of consumers purchase for an experience.
- Experiential learning & lifetime learning.
- Success is more than a score on a standardized test.
- Advisory teams being interdependent vs. independent.
- $ROR = ROA \& ROI$



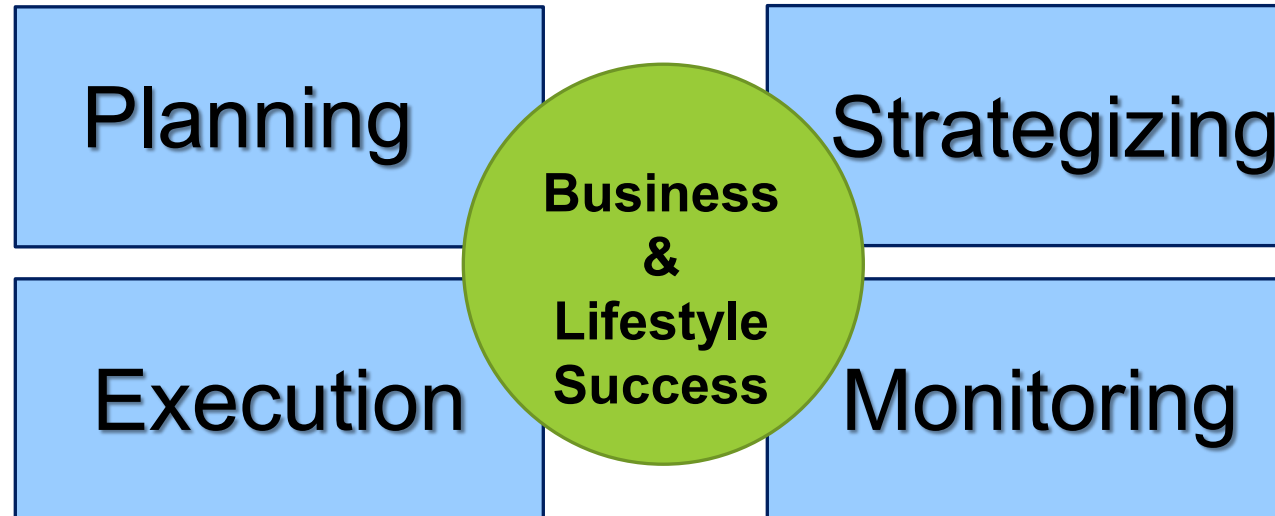
Management Mindset: 2025 & Beyond

Quote for the Quarter Century

“The opportunity for business and personal prosperity is not about the size, the enterprise or the next big thing. It is about being a ‘five-percenter,’ meaning being a little better in many components of production, operational efficiency, marketing, risk management, finance, human resources and in the focus on your values and goals.”



Four Cornerstones of Success



R.E.M. Strategy:

Respond

Execute

Monitor

Future-Proofing Your Business & Life for Success

- There is no culture without success in agriculture.
- If it grows too fast, it's a weed.
- You are no better than the people you know and interact with.
- Net worth in financials & quality of life is = to your network of people.
- There are no traffic jams in the extra mile!
- Success is often measured by dollar signs. Significance is giving back and making a difference in people's lives.
- Write a handwritten letter to three people annually that are important in your journey of business and life.





Management Mindset 2025

R.E.M. Gameplan

Respond = Development of strategy, tactics, metrics
Execute = Action executed with defined outcomes
Monitor = System or processes for ongoing monitoring

Check the appropriate boxes.

Management Mindset Checklist		Respond	Execute	Monitor
1.	Establish written goals: business, family & personal			
2.	Know cost of production by enterprise			
3.	Know breakevens on major revenue sources with operational plan in place to achieve outcomes			
4.	Develop a monthly or quarterly cash flow			
5.	Financial sensitivity & scenario analysis in production, cost, prices, etc.			
6.	Utilize key financial ratios & business metrics in management			
7.	Written marketing plan: commodity and/or value added			
8.	Written risk management plan: insurances, SOPs, compliance, will, estate plan			
9.	Informal or formal advisory team that meets periodically			
10.	Development of a transition management plan			
11.	Separate family living budget with investment plan or compensation plan			
12.	Deliberate educational plan for owners, management & employees			

R.E.M. Gameplan Key		
Score	Color	Mindset Level
31-36	Super Green	Mindset Master
26-30	Green	Advanced
20-25	Orange	Above Average
15-19	Yellow	Below Average
0-15	Red	Need Focus & Mentoring

Total # of Check Marks			
Your Overall Score			

2025 Version - Developed by: Dr. David M. Kohl, Professor Emeritus,
 Ag & Applied Economics, Virginia Tech

Thoughts to Ponder

- Quick money builds ego but slow, steady & disciplined money builds character.
- Success in business life is choosing the right partner.
- “Cost of everything, value of nothing” trap.
- It’s not the one who is the fastest but the one that finishes the race that is successful.
- Success is often measured by dollar signs. Significance is giving back and making a difference in people’s lives.



Q&A with Dr. Kohl

Dr. David Kohl's Contact Information:

Office:

(540) 961-2094

Alicia Morris

Scheduling:

(540) 493-2724

Angela Meadows

Email:

sullylabvt@gmail.com

Online Articles:



- Farm Progress Weekly Article:
<https://www.farmprogress.com/author/david-kohl>
- Ag Trends & Insights Videos
<https://agwestfc.com/education-and-resources/industry-and-economic-insights/economic-updates/agricultural-trends>
- Dave's GPS & Dashboard Indicators
<https://www.farmermac.com/news-events/daves-gps/>

Ag Biz Course Overview

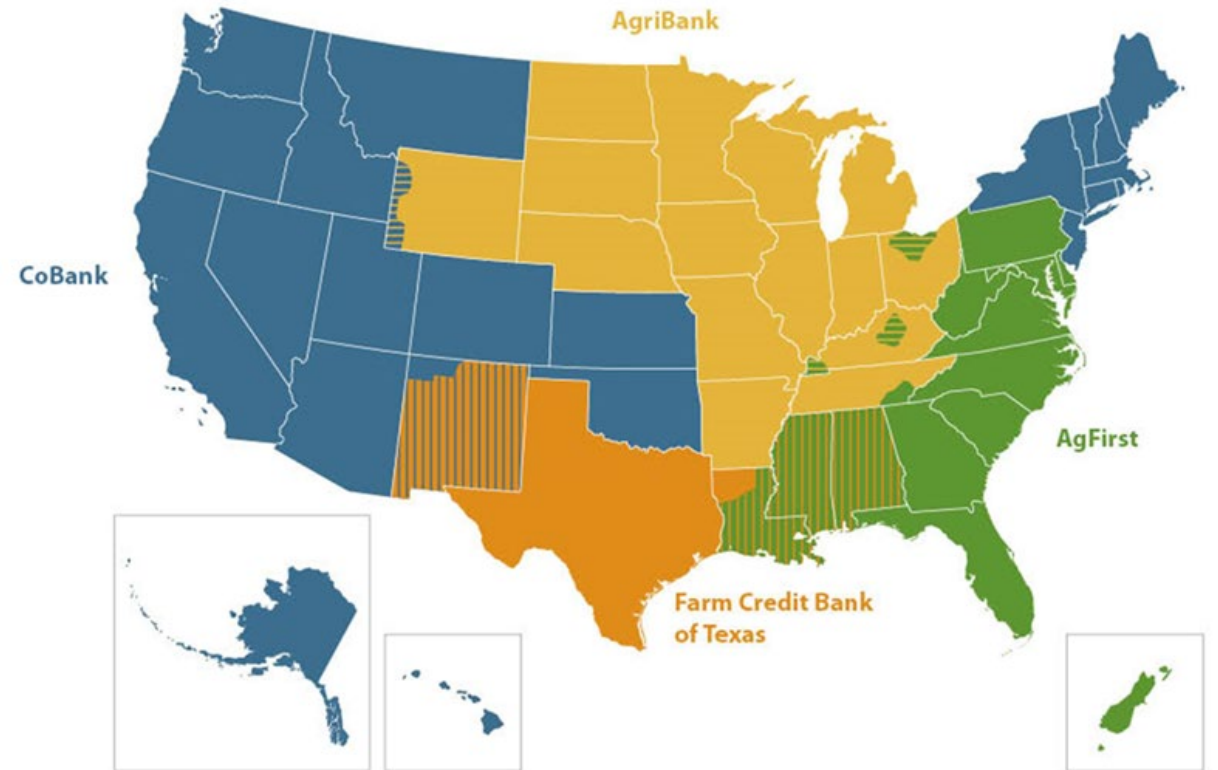
Johanna Rohrer

Farm Credit 101

- Created by US Congress in 1916 to provide a dependable source of credit to agriculture
- More than one-third of total credit needs by US ag are met by Farm Credit
- Farm Credit does not take deposits

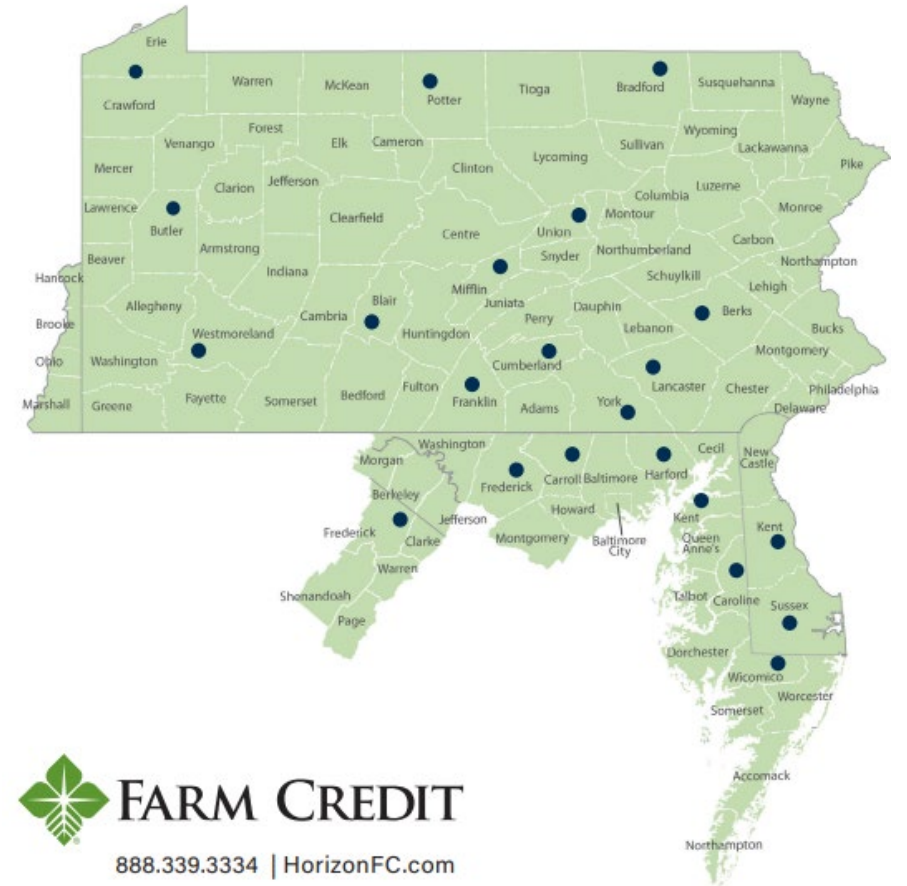
The System At A Glance

- 4 Regional Farm Credit Banks
- 56 locally owned Farm Credit associations
- Each governed by board of directors (elected by borrower-members)
- Associations provide credit for:
 - real estate loans
 - commercial loans
 - rural home mortgages
 - financial services (farm record keeping, estate planning, appraisals, etc.)



Horizon Farm Credit Footprint

- 20 Offices covering 100 Counties
- Delaware, Pennsylvania, and counties in Maryland, Virginia and West Virginia



What is Ag Biz Masters?

- Ag Biz Masters is an interactive learning series designed specifically for young and beginning farmers.
- The two-year program takes a blended learning approach with on-demand and eLearning modules. The class will be a virtual experience with three LIVE sessions to connect with subject matter experts and network with other beginning farmers.
 - You are registered one year at a time.

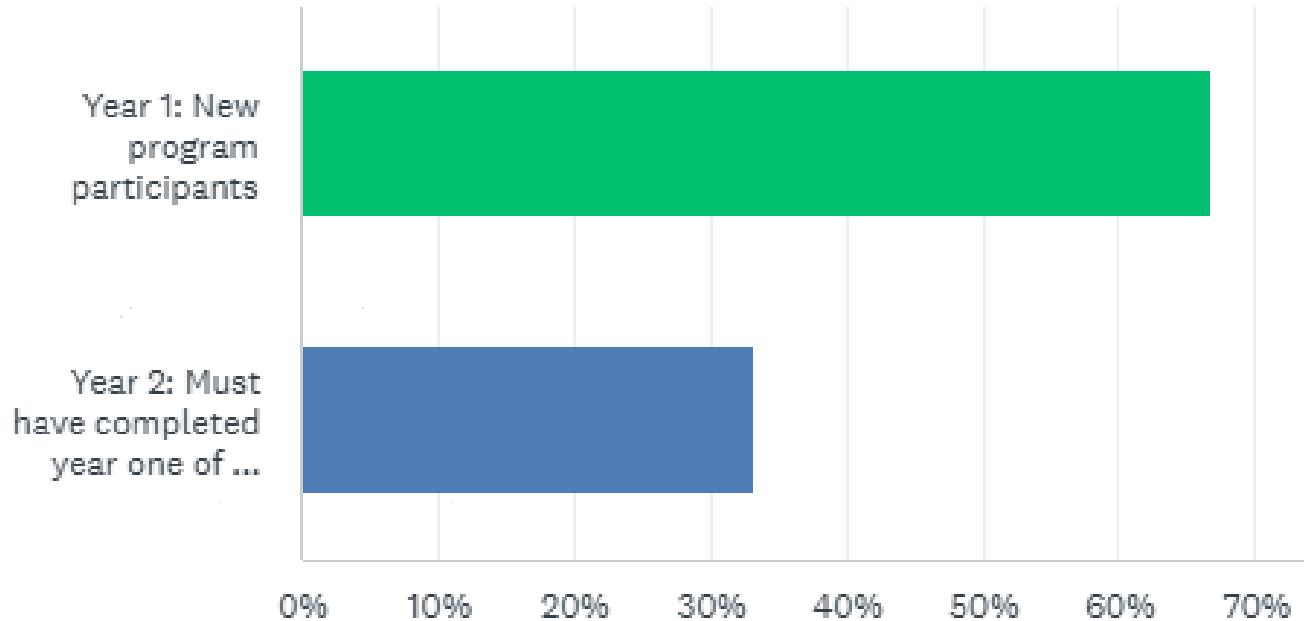
Ag Biz Masters – 2025 Impact

15th year

762 graduates

Over **2,000** total participants

2025 – By the Numbers

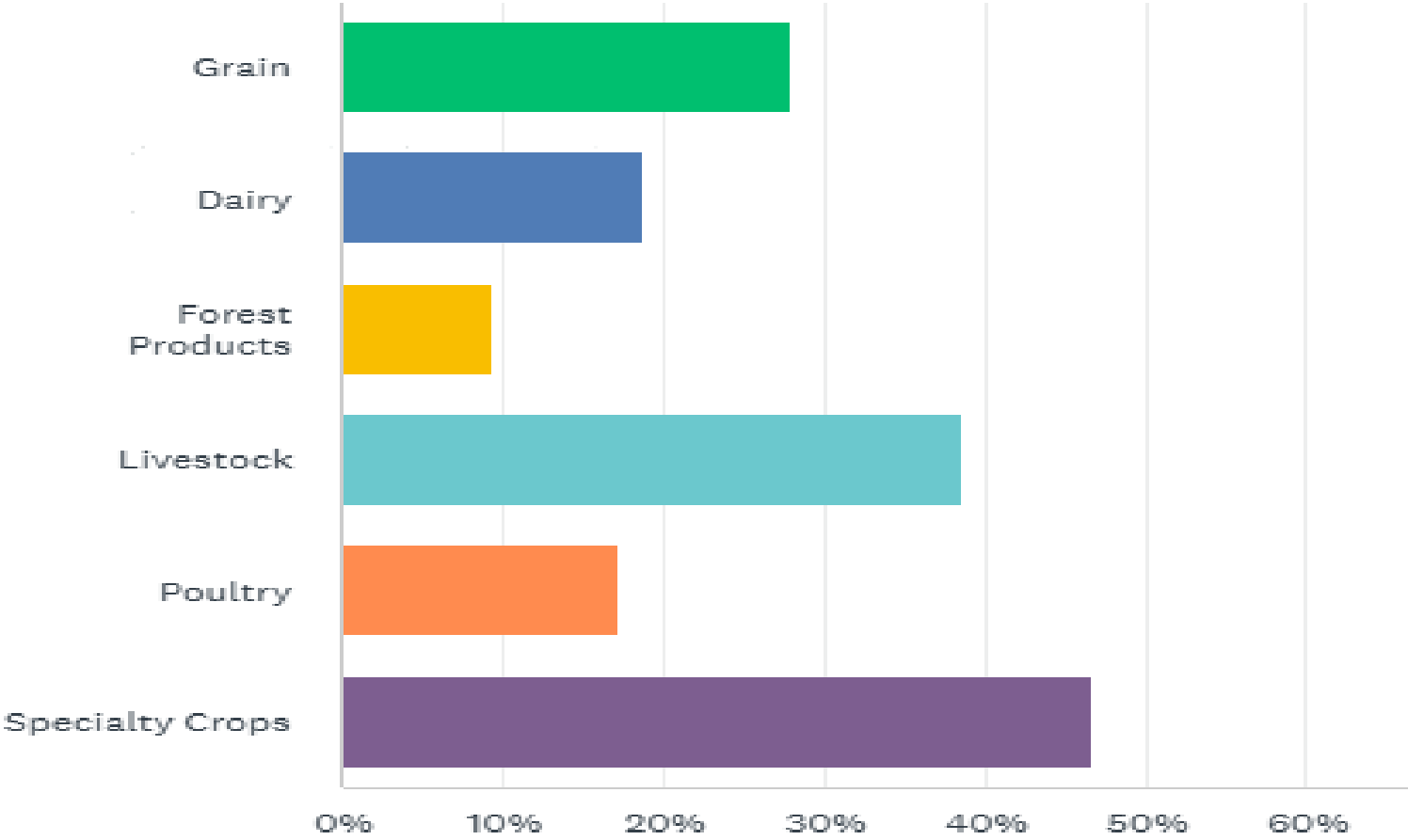


65 year 1 participants

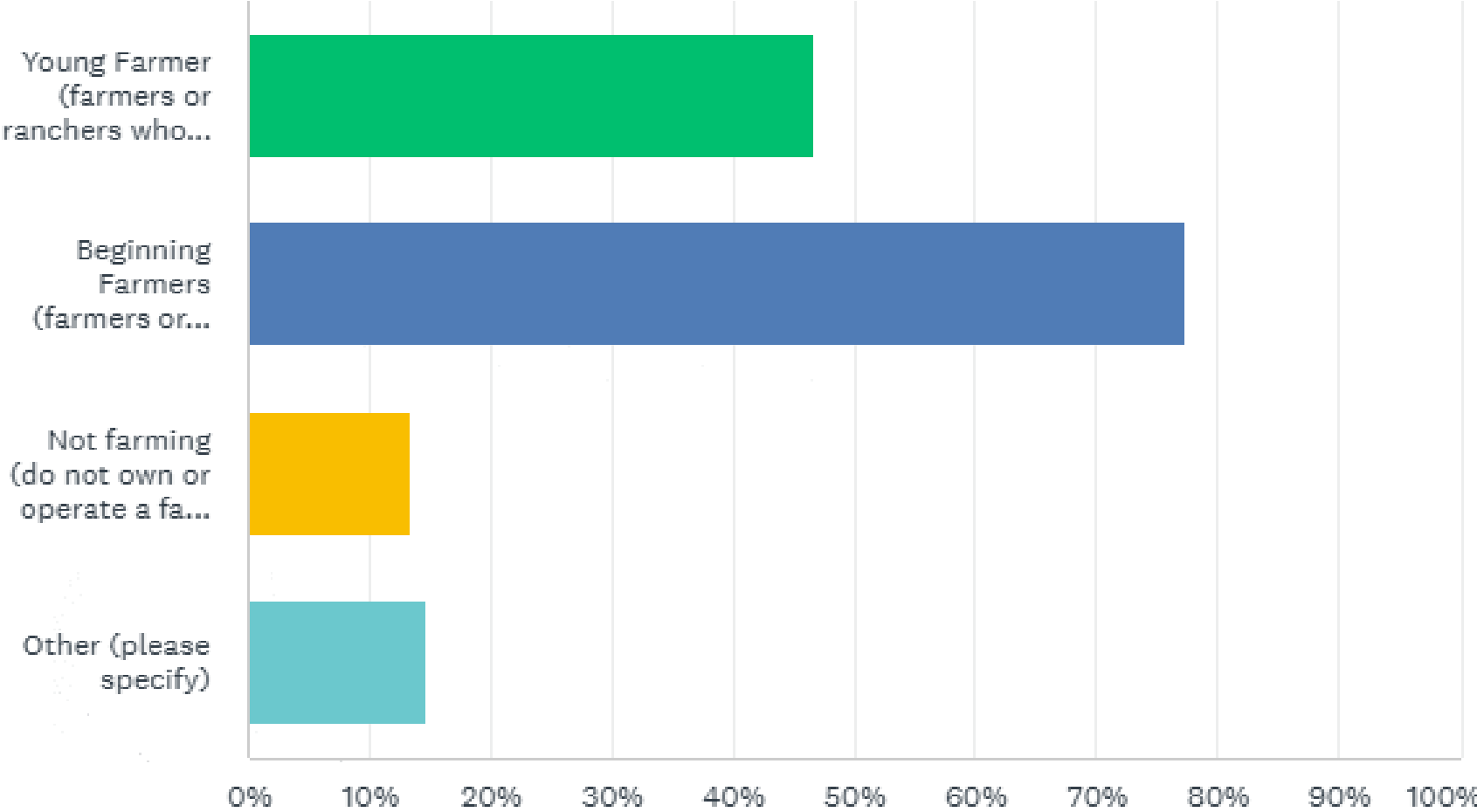
31 year 2 participants

6 states

2025 Participants



2025 Participants



Course Format



**3 LIVE
Virtual Webinars**



**5 Online/On-demand
FCU Modules**

What is the course outcome?

- The learning objectives of each module are outlined in FCU, followed by a module workbook.
- Additional materials that presenters will use during the course and case studies will be used to apply what you are learning in the class to your farm business.
- Collectively, the materials should help you grow your confidence and enhance your farm financial management knowledge.

Where are course materials located?

- Course LIVE sessions and updates will be send via email from Jrohrer@HorizonFC.com
- All course materials will be housed on either the Year 1 or Year 2 landing page
- All eLearning modules with Dr. Kohl will be housed in Farm Credit University via from careercafe@agfirst.com

Where are my course materials located?

- <https://www.horizonfc.com/agbiz-masters-year-one>
- Password: Year1



Ag Biz Masters is an interactive learning series designed specifically for young and beginning farmers. The two-year program takes a blended learning approach with on-demand and eLearning modules. The class will be a virtual experience with three LIVE sessions to connect with subject matter experts and network with other beginning farmers. You are registered for Year 1 of the course.

Course Outcome

The learning objectives of each module are outlined, followed by a module workbook. Additional materials that presenters will use during the course and case studies will be used to apply what you are learning in the class to your farm business. Collectively, the materials should help you grow your confidence and enhance your farm financial management knowledge.

Syllabus

Please access the [course syllabus here](#).

This area will serve as your go-to for course resources to support your Ag Biz experience.

Course Materials

- [Welcome](#)
- [FCU Year 1 Workbook](#)
- [Navigating Career Goals in FCU](#)
- [Business Plan Template](#)

Where are my course materials located?

- <https://www.horizonfc.com/ag-biz-masters-year-two>
- Password: Year2



Ag Biz Masters is an interactive learning series designed specifically for young and beginning farmers. The two-year program takes a blended learning approach with on-demand and eLearning modules. The class will be a virtual experience with three LIVE sessions to connect with subject matter experts and network with other beginning farmers. You are registered for Year 2 of the course.

Course Outcome

The learning objectives of each module are outlined, followed by a module workbook. Additional materials that presenters will use during the course and case studies will be used to apply what you are learning in the class to your farm business. Collectively, the materials should help you grow your confidence and enhance your farm financial management knowledge.

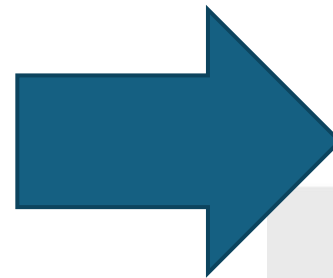
Syllabus

Please access the [course syllabus here](#).

This area will serve as your go-to for course resources to support your Ag Biz experience.

Course Materials

- [Welcome](#)
- [FCU Year 2 Workbook](#)
- [Navigating Career Café in FCU](#)
- [Business Plan Template](#)



Year 1 Course Syllabus



AgBiz Masters

A Learning Series for Young & Beginning Farmers

Year 1 Curriculum Highlights

Ag Biz Masters is an FSA Certified interactive learning series designed specifically for young and beginning farmers. The two-year program takes a blended learning approach with on-demand, eLearning modules and three live webinar connection check-ins. For each online module, you should budget one to two hours to watch the module and complete the associated activities. Module exams will allow you to personally assess your comprehension and understanding of the materials presented. Your class runs from January through April 2025.

Steps for Success!

Year 1 Course Overview	Date	Checklist
Registration Confirmation & Course Preparation	January 1-January 10, 2025	✓
Participant Welcome Email	January 15, 2025	
Live Course WEBINAR Kick-off Future-Proofing Your Business with Dr. Kohl, Q&A, and Ag Biz Alumni Spotlight	January 27, 2025 from 12:00-1:30pm Click here to join.	
Receive FCU Login and Registration Email Invite *This email will come directly from Farm Credit University. Homework: Login and set-up password on your own. Email JRohrer@HorizonFC.com and let her know that you have successfully logged into FCU.	January 27, 2025	
Finish January Live Kick-off Course Survey	Click here to complete the survey.	
Complete FCU Module 1: Megatrends of Agriculture		
Record FCU Module 1 Exam		
Complete FCU Module 2: Strategic Business Planning		
Record FCU Module 2 Exam		
Participant Course Check-in Email Homework: Watch pre-recorded SWOT Analysis Case Study and introduction to	February 6, 2025	

Year 1 LIVE Course Webinar Kick-off: January 27, 2025 from 12:00 – 1:30 PM

LIVE Class Materials:

- [Agenda](#)
- [LIVE Kick-off Course Survey](#)

Year 1 LIVE Course Webinar Check-in: February 13, 2025 from 12:00 – 1:30 PM

Year 1 LIVE Course Webinar Check-in: March 12, 2025 from 12:00 – 1:30 PM

Year 2 Course Syllabus



AgBiz Masters
A Learning Series for Young & Beginning Farmers

Year 2 Curriculum Highlights

Ag Biz Masters is an FSA Certified interactive learning series designed specifically for young and beginning farmers. The two-year program takes a blended learning approach with on-demand, eLearning modules and three live webinar connection check-ins. For each online module, you should budget one to two hours to watch the module and complete the associated activities. Module exams will allow you to personally assess your comprehension and understanding of the materials presented. Your class runs from January through April 2025.

Steps for Success!

Year 2 Course Overview	Date	Checklist
Registration Confirmation & Course Preparation	January 1-January 10, 2025	✓
Participant Welcome Email	January 15, 2025	
Live Course WEBINAR Kick-off Future-Proofing Your Business with Dr. Kohl, Q&A, and Ag Biz Alumni Spotlight	January 27, 2025 from 12:00-1:30pm Click here to join.	
Receive FCU Login and Registration Email Invite *This email will come directly from Farm Credit University. Homework: Login and set-up password on your own. Email JRohrer@HorizonFC.com and let her know that you have successfully logged into FCU.	January 27, 2025	
Finish January Live Kick-off Course Survey	Click here to complete the survey.	
Complete FCU Module 6: Cash Flow Planning		
Record FCU Module 6 Exam		
Complete FCU Module 7: Balance Sheet Ratios and Financial Analysis		
Record FCU Module 7 Exam		
Participant Course Check-in Email Homework: Watch pre-recorded farm financials assessment, prior to February 12, 2025 Live Course Check-in.	February 5, 2025	
Live Course WEBINAR Check-in featuring, the Farm Financial Assessment Guide and Ag Biz Alumni Spotlight	February 12, 2025 from 12:00-1:30pm Click here to join.	

Year 2 LIVE Course Webinar Kick-off: January 27, 2025 from 12:00 – 1:30 PM

LIVE Class Materials:

- [Agenda](#)
- [LIVE Kick-off Course Survey](#)

Year 2 LIVE Course Webinar Check-in: February 12, 2025 from 12:00 – 1:30 PM

Year 2 LIVE Course Webinar Check-in: March 13, 2025 from 12:00 – 1:30 PM

Webinar Links

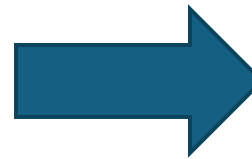


LIVE Kick off Webinar Meeting

Monday, January 27, 2025

12:00-1:30pm

- 12:00 p.m. Welcome with Johanna Rohrer
- 12:05 p.m. Future-Proofing Your Business with Dr. David Kohl
- 1:00 p.m. Ag Biz Course Overview with Johanna Rohrer
- 1:05p.m. Introduce YBS Relationship Managers
- 1:10-1:25p.m. Alumni Spotlight with Allison Beichner
- 1:25 p.m. Wrap-up / Reminders with Johanna Rohrer



Meeting link:

Join from the meeting link

<https://agfirstfcb.webex.com/agfirstfcb/j.php?MTID=mb203924d7c2d180a2995ab0ab691dd2d>

Join by meeting number

Meeting number (access code): 2337 648 7435

Meeting password: y2slgey49gE

Tap to join from a mobile device (attendees only)

+1-408-418-9388,,23376487435## United States Toll

+1-202-860-2110,,23376487435## United States Toll (Washington D.C.)

Join by phone

+1-408-418-9388 United States Toll

+1-202-860-2110 United States Toll (Washington D.C.)


Global call-in numbers

Join from a video system or application

Dial 23376487435@webex.com

You can also dial 173.243.2.68 and enter your meeting number.

Where are my course materials located?



Welcome Ag Biz Masters Year 1 Participant(s)

Ag Biz Masters is an FSA Certified interactive learning series designed specifically for young and beginning farmers. The two-year program takes a blended learning approach with on-demand, eLearning modules and three live webinar connection check-ins. Your class runs from January through April 2024. **You are registered for Year 1.**

Horizon Farm Credit will serve as your host for the course. The online modules of Ag Biz Masters are offered by Farm Credit University's Ag Biz Planner. Participants will be assigned five modules in Farm Credit University. The modules are built upon the experience and expertise of Dr. David Kohl, an agricultural finance and management expert, and other academic and industry authorities.

In addition to your online modules, Horizon Farm Credit will connect with you on case studies and application exercises through three live webinar connection points throughout the course. This will allow you to link module concepts, network with graduates of the course and help foster ideas for your own business. Please mark your calendars for live sessions:

- o January 18, 2024 from 12:30-1:30pm
- o February 13, 2024 from 12:30-1:30pm
- o March 19, 2024 from 12:30-1:30pm

If you are unable to attend a live session, they will be recorded and sent to you following the completion of the session.

All Live Session Materials will also be posted on <https://www.horizonfc.com/agbiz-masters-year-one>
Password: Year1


The course is designed for individuals and families with initiative and a passion for learning to enhance their business and personal lives. This educational experience combines a body of knowledge that you can learn and apply at your own pace, offering flexibility to meet today's time-compressed lifestyles.

For questions or concerns about Ag Biz Masters, please contact Johanna Rohrer, Member Education & YBS Program Manager at jrohre@horizonfc.com or 717.740.1561.



We look forward to working with in Ag Biz Masters!

Johanna Rohrer
Johanna Rohrer
Horizon Farm Credit, Member Education and YBS Program Manager


15 Eby Chiquas Road | Mount Joy, PA 17552 | 888.339.3334 | 717.295.9397 | horizonfc.com



Ag Biz Planner
Young, Beginning, Small and Minority Farmer
eLearning Curriculum
Workbook



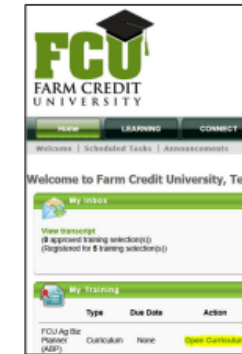
BUSINESS PLAN TEMPLATE



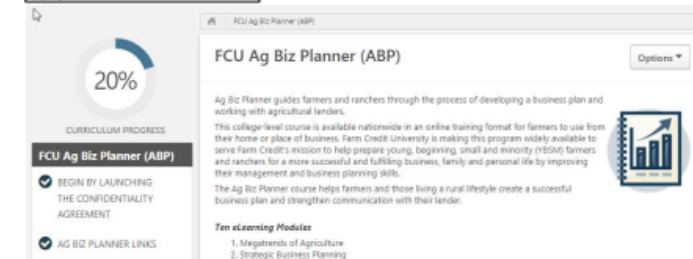
888.339.3334
horizonfc.com

Where are my course materials located?

These instructions will show you how to navigate the Career Café and complete the Ag Biz Planner curriculum, which consists of 10 online class modules, their respective multiple choice tests and the Connect discussion forum.

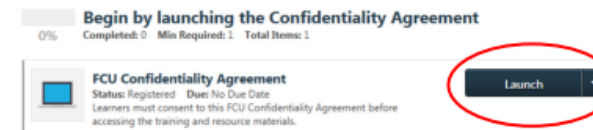


1. Begin by logging in to the [Career Café](#) using the User ID and Password provided in your welcome email.
2. In the My Training section of the homepage, click on **Open Curriculum** next to FCU Ag Biz Planner.
3. This will take you to the Curriculum Player for Ag Biz Planner. (See below)



Confidentiality Agreement

1. Next click **Begin by launching the Confidentiality Agreement** in the list, and click **Launch**.



2. If you agree to the Confidentiality Agreement, click the **check box** and then **Submit**. You may then close this window.

How to register for my modules?

- On January 27, 2024 at 1:30PM the primary registrant will receive an email to register for your online modules from **careercafe@agfirst.com**
- You will create a username and password. Please **SAVE** your username and password.
- If you are a gmail.com user, please check your Spam/Junk folder if you do not receive an email today

FCU Email Sample



Welcome to Farm Credit University's Ag Biz Planner Curriculum!

You have been enrolled in the Ag Biz Planner curriculum. The online module content can now be found on your transcript in the [Career Café](#). The Ag Biz Planner curriculum will take you through the process of creating a strategic business plan for your own business, and will cover many business management topics as well. The goal of the program is to make you a more successful agribusiness person.

Click here for important detailed information about the course: [Participant Information Booklet](#)

The curriculum includes five sections, with:

- An online module (approximately 1 hour long) containing a link to a text version of the content
- "Making it Your Own" questions in the Course Workbook
- A 20-question Multiple Choice test (80% is a passing score, and re-tests are available)
- Discussion questions will be covered in the LIVE Webinar connections through the class

You will need high speed Internet access to view the online learning modules. This is a self-paced program so you can complete it on your own schedule, at any time of day. Note: If you registered for AgBiz Masters with your spouse, sibling or business partner, both of you will use the same username and password and complete the online modules and activities together.

Get Started

Login to the [Career Café](#)

Due Date:

Instructions on how to complete the online modules will be shared with you at the AgBiz Masters kick off meeting. You are welcome to start reviewing the instructions on [Navigating Career Café](#). You are not, however, expected to have any modules completed before the kick off meeting.

Note: The Career Café will 'time-out' if left idle for one hour.

Technical Issues?

Review the [System Requirements and Troubleshooting Tips](#).

If you need assistance, contact Customer Support at 800-343-6939.

Questions?

Contact Alicia Morris, Director of FCU Training:

Email: almorris@agfirst.com

Phone: 800-845-1745 ext. 2635

Welcome to Farm Credit University and good luck!

Reimbursement Overview

- The registration fee is \$225, however when you successfully complete the course and if you reside within Horizon Farm Credit's territory, we'll reimburse you the whole fee, making the course FREE!

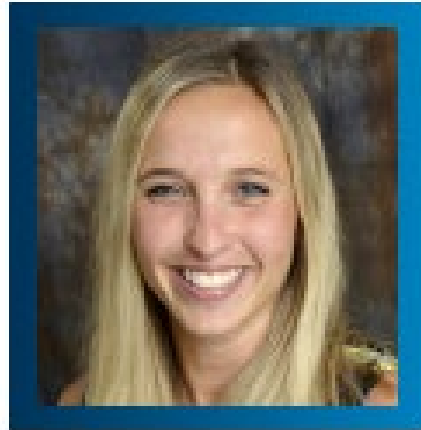
YBS Relationship Managers

Introduction

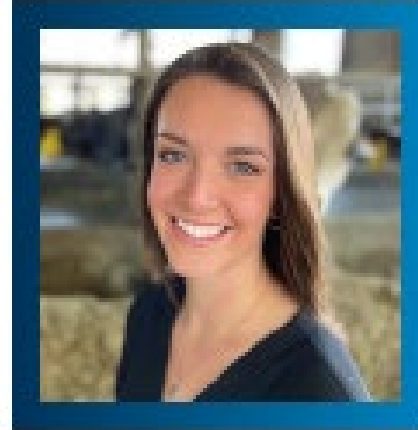
Meet the Team!



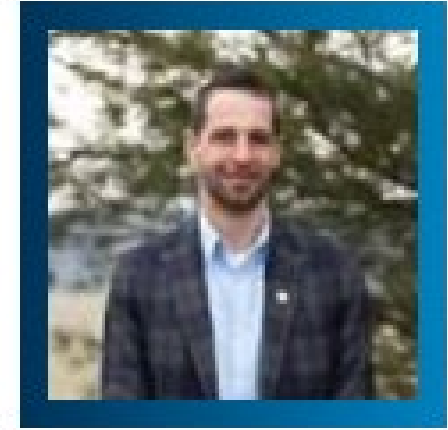
Allison Beichner



Rachel Eck



Ellie Grossnickle



Danny Jordan

Year 1 Next Steps

- Login in a gain access to FCU and your course landing page
- Email Jo and let her know that you successfully enrolled in FCU
- Complete module 1 and 2 prior our February Webinar
- Mark your calendars for our LIVE webinars!
 - Live Course WEBINAR Check-in featuring, Smart Goals, SWOT Analysis Discussion and Ag Biz Alumni Spotlight – February 13, 2025 from 12:00-1:30PM
 - Live Course WEBINAR Check-in to review How to Build a Balance Sheet Case Study and Ag Biz Alumni Spotlight – March 12, 2025 from 12:00-1:30PM



Year 2 Next Steps

- Login in a gain access to FCU and your course landing page
- Email Jo and let her know that you successfully enrolled in FCU
- Complete module 6 and 7 prior our February Check-in
- Mark your calendars for our LIVE webinars!
 - Live Course WEBINAR Check-in featuring, the Farm Financial Assessment Guide and Ag Biz Alumni Spotlight – February 12, 2025 from 12:00-1:30PM
 - Live Course WEBINAR Check-in. 3 Steps to a Profitable Farm with Charlotte Smith – March 13, 2025 from 12:00-1:30PM

Webinar Survey

- <https://www.surveymonkey.com/r/DC6KFHG>

Questions

Johanna Rohrer
JRohrer@HorizonFC.Com
C- 717.740.1561

