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EDUCATION:

University of Tennessee	M.S. in Agricultural Economics, 1991
University of Tennessee	M.S. in Extension Education, 1991
Eastern Kentucky University	B.S. in Agribusiness, 1978

EXPERIENCE:

1999-Present: **Extension Associate-Farm Management**, Department of Agricultural and Resource Economics, North Carolina State University, Raleigh, NC.

- NC Farm School (NCFS) director NCFS is a seven-month educational program that trains beginning and transitioning farmers. The school offers seven business planning seminars which give farmer participants the tools to create viable business plans for an economically sustainable farm enterprise. The school also includes seven farm field trips led by successful and experienced farmers and agricultural professionals. I have developed the curriculum and business tools for the NC Farm school program as well as teach the business classes. We have had 346 people successfully graduated from the program. Forty-six farms have been started as a result for program.
- Developed business skills curriculum, focusing on methods and tools of evaluating new agribusinesses and business planning. Wrote a series of business fact-sheets for extension agents to assist with agribusiness planning. **Creating Business Opportunities (CBO)** equipped ninety Cooperative Extension Agents, N.C. Department of Agriculture and Consumer Services, Community College, N.C. Department of Commerce and nonprofit organization employees to assist their clientele with new business development and marketing. The CBO participants were organized into 11 teams based on Cooperative Extension Districts to foster collaboration and networking of the various organizations.
- **Agribusiness Certification and Training (ACT)**. The ACT program is a follow up business training to the CBO project conducted in 2006-2007. The CBO training laid a business good foundation for extension agents. The CBO curriculum was designed to help extension agents address questions about how to evaluate new business ideas or new markets. This training builds on the CBO foundation by offering an in-depth business planning training. This training certified extension agents in NXLevel's business planning curriculum.
- Assist new agribusiness in conducting feasibility studies and developing business and marketing plans. Wrote agribusiness start-up materials for extension agents to assist new agribusinesses. Conduct numerous workshops and trainings for new agribusiness planning and marketing.

- Developed a direct marketing curriculum focusing on practical market research, identifying customers, and developing their product and promotion methods. Developed a “Direct Answers for Direct Marketing” Manual and other resources for direct marketing.
- Conduct financial management trainings on evaluating financial health, developing financial statements, and setting up record keeping systems and analyzing financial statements. Developed a financial workshop for new Hispanic business owners. Assist producers and farmers in addressing “what if” questions concerning changes on agribusiness operations.
- Develop cost of production numbers for peanuts, tobacco, cotton, corn, soybeans, wheat and other enterprises.
- Brought in \$1,300,118 in grant funds to develop curriculum and training in agribusiness development and marketing since 2004. Two examples of work developed from grant funds, (1) Ninety extension agents and agricultural professionals were trained in this agribusiness course. Class participants were organized into teams that developed a marketing plan practicum based on a new agribusiness in their community. (2) Developed series of direct marketing workshops and materials for North Carolina, Virginia, and South Carolina extension agents.

1992-1999: **Farm Business Management and Marketing Educator**, Cooperative Extension Service, University of Illinois, Macomb, IL. Responsible for developing educational programs in commodity marketing, financial management, farm diversification, and lease arrangements for thirty counties in West Central Illinois. Developed monthly farm management newsletter for the West Central District as well as weekly radio programs. Served as state representative for Center for Farm Financial Management FINPACK work and coordinated the USDA Small Farmer programs in Illinois. Used FINPACK to assist farmers under financial stress evaluate options for their farming operations. Conducted a series of very successful small farm workshops.

1983-1989: **Assistant Extension Agent**, Agricultural Extension Service, Greeneville, TN. Responsible for the county 4-H program. Developed a volunteer leader program, increasing the number of volunteers from 15 to 120 leaders in 6 years. Had a weekly radio program and newspaper column. Taught a series of personal finance and money management classes for high school students.

INTERNATIONAL EXPERIENCE:

Middle East

- 1978 -1981, Studied historical geography in graduate school in Jerusalem, Israel. Traveled extensively in the Middle East, including Turkey, Syria, Jordan, and Egypt.

Moldova

- 1995- Assisted a group of farmers develop a business plan for a private farm in Moldova. The farm group used the business plan to obtain credit, purchase equipment, and develop a system to lease land. The group developed a 600-acre farming operation by leasing land.

- 1997- Conducted a series of marketing workshops for Moldovan farmers. The workshops covered how to identify new markets, establishing price for your products, product positioning, and developing a brand.
- 2003- Developed a marketing plan for a group of vegetable farmers. The vegetable farmers have identified new market channels and customers and implemented a consistent market message.

Africa

- **Guinea, 2000-** Taught marketing principals to approximately 50 new market brokers. The brokers were expected to assist the villages in developing new markets for their commodities.
- **Uganda, 2001-** Worked with a local NGO. The group had formed to work on food security in northern Uganda but over the years had become unfocused in their mission. Over a three week period, developed a strategic plan for the group.
- **Ethiopia, 2002-** Developed a train the trainer course in agribusiness development for cooperative employees. The 100-hour two-week course covered financial management, market research, market planning, and other business skills needed for the employees to help their farmers be more profitable.
- **Sudan, 2006-** Developed a curriculum on agribusiness skills. Taught a two week course on agribusiness skills for the new agricultural workers in Southern Sudan. Assisted a group of women farmers in developing their vegetable market plan.
- **Kenya, 2008-** Taught a series of direct marketing classes for six newly organized cooperatives. Also worked with extension personnel to evaluate their cooperative operations.
- **Malawi, 2009-** Conducted a peanut value chain assessment. Met with farmers, processors, informal market outlets, university officials, and government agencies to evaluate the peanut value chain. As part of assessment, identified areas of need for future volunteer assignments and other projects that would strengthen the peanut value chain in Malawi.
- **Tanzania, 2010-** A Tanzanian farmer's cooperative was interested in adding value to their sunflower crop by processing the sunflower seed into oil. Over a two week period, worked with the cooperative leadership to develop a marketing plan for sunflower seed oil.
- **Ghana 2011-** I worked with a Ghana NGO which had redirected its agricultural stations to deliver agricultural and development advisory services with a business orientation and market access approach. I reviewed each of the six stations' annual plan of work and the current business plan. We discussed their progress in becoming self-sufficient. I conducted an assessment of each station's resources (land, buildings, equipment, tractors and staff) and profitability of each new business venture. As part of each station meeting, we discussed with station staff methods of evaluating a new enterprise, assessing the market potential of the enterprise and as well as other business topics.
- **Ghana, 2012-** I worked with a Ghana farm group to develop a business plan. The farm group would like to become a nucleus farm in the district providing plowing services to 146

registered farmers in the district. I worked with the farm managers to develop a business plan, establish farm business policies, sustainability, projected cash flows, and P&L statements. We helped the managers start a record keeping system to manage their farming operation. Since returning I have continued to work with farm managers to review their progress on the business plan and implementing business policies.

- **Liberia, 2011-2014-** I am working as part of a core team of seven CALS faculty members. North Carolina State University will assist RTI and other partners with providing support to Cuttington University in Liberia to develop a Center of Excellence in Agriculture. I have assessed the curriculum and strategic plan as part of the development of the Cuttington University Center of Excellence. We developed short-term assistance and workshops on marketing and business development. I worked with Liberian Self Reliance Project to develop their long range strategic plan. We reviewed their project and training methods.
- **Lebanon, 2014-** I worked with a Lebanese business group to develop a market plan. I worked with the Lebanese company *Biomass* which had the goal to establish themselves as new organic food business. They were interested in establishing their brand in the market and addressing its brand products portfolio to a larger consumer base. I helped *Biomass* refine their marketing plan and tools. *Biomass* had worked with a branding agency. Part of my work was reviewing their branding plan. We reviewed and revised their marketing plan and brand identity.
- **Haiti, 2016 –present,** Evaluated and then helping to develop an income generating poultry project. The project goal is to provide opportunities for Haitian families to overcome poverty and become self-sustaining. I conducted the marketing and value chain analysis to determine the feasibility of the project and help set future strategies. The analyses helped determine the amount of poultry to be produced in the targeted, number of farmers and the appropriate value-added processes to pursue such as feed production and poultry processing. Continue to work with Haiti staff to monitor and develop the project.

HONORS:

- Distinguished Extension/Outreach Program, Group Award, American Agricultural Economist Association, 2005
- Distinguished Extension Program Award, Southern Agricultural Economist Association, Outstanding Program, Team, *Nutrient Management*, University of Illinois Extension, 1999
- Farm and Ranch Financial Management Award, Illinois Extension Advisors Association, University of Illinois 1997
- Applied Research Award, *Analysis of Swine Production Systems*, Illinois Extension Advisors Association, University of Illinois 1996
- Communication Award - State award for Newsletter, University of TN
- Achievement Award: National Association of County Agricultural Agents
- Member of Gamma Sigma Delta Agricultural Honors Society

ACTIVITIES:

- Zimbabwe Orphan Endeavor (ZOE), traveled to Zimbabwe
- Habitat for Humanity project in El Salvador
- North Carolina State University Leadership Program
- Southern Agricultural Economics Association
- North Carolina Farm Management and Rural Appraisers
- Society for International Development
- North Carolina Association of Extension Specialist
- Illinois Extension Association
- Illinois Extension Association, Board of Directors
- Illinois Extension Association, Treasurer