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Richard E. Stup, Ph.D. Curriculum Vitae

EDUCATION

Doctor of Philosophy in Workforce Education and Development, Penn State University, 2006

- Dissertation: Human Resource Management, Organizational Commitment, and Perceived Organizational Support in Dairy Farm Businesses
- Advisor: Judith A. Kolb

Master of Science in Agricultural Education, Penn State University, 1996

- Thesis: Computer Use for Farm Management: Educational Implications
- Advisor: Thomas H. Bruening

Bachelor of Arts in History with minor in International Agriculture, Penn State University, 1993

Study abroad at Christian-Albrechts University, Kiel, Germany, 1993

EXPERIENCE

Cornell University, Ithaca, NY, *Senior Extension Associate, Academic*, 2018 – Present.

- Director of [Cornell Agricultural Workforce Development](#).
- Leads educational programs in agricultural workforce development and leadership.
- Conducts research into human resource management and organizational performance.
- Liaison between agriculture industry and workforce regulatory agencies.

American Association of Bovine Practitioners (AABP), Ashland, OH, *Veterinary Practice Management Faculty*, 2018 – Present.

- Teaches leadership and human resource management to veterinary professionals.
- Conducts research into human resource management and organizational performance.

Ag Workforce Development, Ithaca, NY, *Owner*, 2016 – Present.

- Provides leadership and organization development services.
- Provides technology solutions for human resource management.
- Professional facilitation for quality management systems such as Safe Quality Foods (SQF), strategy, business planning, and human resource development.

AgChoice Farm Credit, Mechanicsburg, PA, *Senior Vice President*, 2010 – 2016.

Susquehanna Valley and Endless Mountains Branch Sales Manager, 2013 – 2016.

- Built and led team to provide service to approximately 2,000 customers and \$300 Million loan portfolio. Managed team of 15 professionals.

- Successfully trained and mentored numerous early career professionals.

Director of Business Management Services, 2010 – 2015.

- Served as member of the senior executive team.
- Built consulting practice focused on management development, organization change, succession/transition planning, and leadership development.
- Planned and launched successful Accounting, Records and Tax program (ART). Wrote business plan, hired manager and staff, purchased software, and developed standard operating procedures. Grew revenues from \$0 to \$350,000. Negotiated purchase of two existing accounting portfolios with over \$300,000 in annual revenues.
- Developed management training programs using hybrid in-person and online delivery

AgChoice Farm Credit, Mechanicsburg, PA, *Vice President, 2008 – 2010*

Susquehanna Valley Branch Manager, 2008 – 2010

- Led team of up to 24 staff, managed credit portfolio of \$220 Million, successfully managed through financial industry crisis and overall economic downturn.

Penn State Department of Dairy and Animal Science, University Park, PA

Director of Dairy Alliance, 2006 – 2008

- Led team of 8 professionals to become a nationally recognized program with strong industry connections. Grew revenues and program participation.
- Led grant-funded, multi-state, blended-technology learning project focused on organizational development for business.

Associate Director of Dairy Alliance, 2003 – 2006

- Built nationally recognized, multi-university management development program focused on the international workforce.

Senior Extension Associate, Dairy Alliance, 2000 – 2003

- Built organizational development and human resource management training programs for industry.

Renaissance Nutrition, Inc., Roaring Spring, PA, *Feed Management Consultant, 1996 – 2000*

Penn State Agricultural and Extension Education Department, University Park, PA, *Research Assistant, 1995 – 1996*

AESOP Enterprises, Washington, D.C, *Lobbyist Intern, 1995*

Penn State Center for Academic Computing, University Park, PA, *Instructor/Author/Editor, 1989 – 1994*

AWARDS

(2010) AgChoice Farm Credit President's Award

(2005) State Early Career Award, Epsilon Sigma Phi, Penn State University

(2003) Vice-President's Award for Outreach, Pathfinder Award, Penn State University

(2002) Edward L. and Dessa B. Keller Memorial Scholarship, Penn State University

(1999) Renaissance Nutrition Sales Award

(1998) Mycogen Seeds Sales Award

LEADERSHIP AND PUBLIC SERVICE

Board of Directors, New York Center for Agricultural Medicine and Health, 2020 – present.

Board of Directors, Professional Dairy Managers of Pennsylvania (PDMP), 2011 – 2016

SEDA Council of Governments, Loan Review Committee, 2010 – 2013

Pennsylvania Dairy Task Force, Co-Chair of Economic Development Committee, 2009 – 2010

Church Consistory, Dreisbach United Church of Christ, Lewisburg, PA, 2008 – 2018, President in 2016 – 2017.

Church Consistory, Trinity United Church of Christ, Centre Hall, PA, 2006 – 2008

Board of Directors, Delta Theta Sigma Alumni Association, 1998 – 2004, President in 1999

Board of Directors, Everett Area School District, 2000 – 2003

PROFESSIONAL MEMBERSHIPS

American Dairy Science Association, chair of the national Extension committee, 2006 – 2007

American Society of Training and Development

The Society for Human Resource Management

American Registry of Professional Animal Scientists

Gamma Sigma Delta, the Honor Society of Agriculture

Epsilon Sigma Phi, the Honor Society of Extension, Chapter Treasurer

PEER REVIEWED PUBLICATIONS

Hyde, J., Stup, R.E. & Holden, L.A., (2008). The Effect of Human Resource Management Practices on Farm Profitability: An Initial Assessment. *Economics Bulletin*, 17(12), 1-10.

Stup, R.E., Holden, L.A. & Hyde, J. (2007). Profiles of management competencies identified by successful dairy managers. *The Professional Animal Scientist*, 23, 728 – 737.

Stup, R.E. (2007). Human resource management and dairy employee organizational commitment. *Journal of Dairy Science*, 90 (Suppl. 1), 329.

Brasier, K., Hyde, J., Stup, R.E. & Holden, L. (June 2006). Farm-level human resource management: An opportunity for extension. *Journal of Extension*, 33. Available at <http://www.joe.org/joe/2006june/rb3.shtml>.

Stup, R.E., Hyde, J. & Holden, L.A. (2006). Relationships between Selected Human Resource Management Practices and Dairy Farm Performance. *Journal of Dairy Science*, 89, 1116-1120.

- Stup, R.E., Heinrichs, A.J., Van Saun, R., and Wolfgang, D. (2005). Calf Sense: Learning to manage newborn dairy calves. *Journal of Dairy Science*, 88 (Suppl. 1), 330.
- Stup, R.E. (2004). Assessing the occupational profiles of senior- and middle-level dairy managers. *Journal of Dairy Science*, 87 (Suppl. 1), 246.
- Stup, R.E. (August 2003). Program evaluation: Use it to demonstrate value to potential clients. *Journal of Extension*, 41. Available at <http://www.joe.org/joe/2003august/comm1.shtml>.
- Stup, R.E., Holden, L.A. and Hyde, J. (2003). Adoption of human resource management practices in dairy businesses. *Journal of Dairy Science*, 86 (Suppl. 1), 56.
- Stup, R.E., Van Saun R., Wolfgang, D. (2002). A promising new role for extension educators in a dynamic industry: The cow sense project. *Journal of Extension*, 40. Available at <http://www.joe.org/joe/2002december/a5.shtml>.
- Whittington, M.S., Stup, R.E., Bish, L., & Allen, E. (1997). Assessment of cognitive discourse: A study of thinking opportunities provided by professors. *Journal of Agricultural Education*, 38, 46-53.

EXTERNALLY FUNDED PROJECTS

2022 Expansion of New York Farm Labor Funding Grant

- \$200,000 expansion of basic funding grant to support hiring two additional staff.
- Principal Investigator. Adapt online supervisory leadership training for a Spanish-speaking farm workforce, conduct farm-provided employee housing research and outreach, expand workforce development in agriculture.

2021 New York Agricultural Labor in Transition - Dairy

- \$60,000 from federal Hatch capacity funds
- Principal Investigator. Research into changing labor situation and human resource management.

2020 New York Agricultural Labor in Transition – Specialty Crops

- \$210,000 from the USDA-AMS Specialty Crop Block Grant
- Principal Investigator. Research into changing labor situation and human resource management.

2019 Agricultural Human Resources Leadership Development Program

- \$90,000 from federal Smith-Lever capacity funds.
- Principal Investigator. Development of in-person and online supervisory leadership development programs.

2019 New York Agricultural Workforce Development: 4 Critical Programs

- \$50,000 from the Genesee Valley Regional Market Authority. Principal Investigator. Research and extension into four labor management priorities identified by industry.
- Farm Employee Onboarding.

- Farm-Provided Employee Housing Management.
- Supervisory Leadership Development.
- Employment Law Compliance and the Labor Road Show.

2019 Onboarding Farm Employees: Safe, Productive, and Engaged From Day One!

- \$124,945 from New York Farm Viability Institute
- Principal Investigator. Research and education into dairy farm employee onboarding practices.
- High levels of industry engagement in the project.

2012 AgBiz Professionals

- \$29,000 from the Northeast Center for Risk Management Education
- Principal Investigator. Business management education in leadership, human resources, finance, and marketing
- Conducted in six simultaneous locations using videoconference and webinar technology

2007 Meeting the Workforce Needs of Dairy and Horticultural Producers

- \$100,400 from the Pennsylvania Department of Agriculture
- Principal investigator. Identifying and solving human resource challenges of farm owners and employees

2006 New/Beginning Dairy Producer Transition Initiative

- \$66,256 from the Pennsylvania Department of Agriculture
- Co-Principal Investigator, focusing on the management skills needed to start a new dairy or transition a dairy business to the next generation

2006 People in Agriculture: Professional Development in Human Resources for Ag Advisors

- \$117,070 from Northeast Sustainable Agriculture Research and Education (SARE)
- Led this multi-university project to provide education in human resource and organizational development for Extension and other agricultural advisors

2006 Workforce Development Funding for Dairy Programs

- \$70,000 to provide reimbursement for dairy employee education from the Pennsylvania Department of Labor and Industry
- Wrote the dairy portion of this project

2005 Penn State Dairy Production Skills Training in Spanish

- \$121,182 in funding from the Pennsylvania Department of Labor and Industry
- Led this project to translate materials into Spanish and deliver production skills training to Spanish speaking dairy employees

2005 Evaluation of Diverse Dairy Business Models

- \$204,922 in funding from the Pennsylvania Department of Agriculture
- Served as project associate on this project and contributes to the human resource components of the investigation

2004 Human Resource Leadership for Dairy Managers

- \$50,299 in funding from the Northeast Center for Risk Management Education
- Co-director of this project to teach advanced leadership, human resource, and succession management.

2003 The Impact of Formal Training Programs in Improving Dairy Farm Profitability

- \$185,574 from the Pennsylvania Department of Agriculture
- Co-investigator in this project to measure the impact of innovative workforce development programs on dairy farm profitability

2003 Building on Our Strengths: Workforce Development in the Pennsylvania Dairy Industry

- \$49,000 from the Center for Rural Pennsylvania
- Primary author of this project and played an important role in conducting the research and preparing publications

2002 Dairy Farm Profitability Research Project

- \$150,000 from the Pennsylvania Department of Agriculture
- Co-investigator in this multi-year research project to uncover business, human resource, and information management factors that primarily influence Pennsylvania dairy farm profitability.

Total external funding: \$1,878,648

RESEARCH REPORTS

Stup, R., Higgins, E., Karszes, J., Rickard, B., & Wolf, C. (2022, October). How New York Farmers Adapted to New Farm Labor Overtime Requirements. *Charles H. Dyson School of Applied Economics and Management, EB 2023-02*. Cornell University, Ithaca, NY.

Stup, R., Smith, L. & Karszes, J. (2022, April). 2020 Farm Employee Compensation Benchmark Report. *Charles H. Dyson School of Applied Economics and Management, EB 2022-09*. Cornell University, Ithaca, NY.

Wolf, C., Stup, R.E. & Karszes, J. (2021, November). Effects of NY Overtime Laws on Agricultural Production Costs and Competitiveness. *Charles H. Dyson School of Applied Economics and Management, EB 2021-06*. Cornell University, Ithaca, NY.

Stup, R.E. (2020). COVID-19 Prevention Efforts by New York Farmers: A survey of farm managers conducted during Summer 2020. *Cornell Agricultural Workforce Development*. Cornell University, Ithaca, NY.

Stup, R.E. (2019, February). 2017 Farm Employee Compensation Benchmark Report. *Cornell Cooperative Extension publication*. Cornell University, Ithaca, NY.

Stup, R.E. (2006). *Human resource management, organizational commitment, and perceived organizational support in dairy farm businesses*. Unpublished Ph.D. dissertation. Pennsylvania State University.

Holden, L., Hyde, J., Stup, R.E. & Brasier, K. (2004, August). *Building on our strengths: Workforce development for the Pennsylvania dairy industry*. The Center for Rural Pennsylvania.

Stup, R.E. & Maloney, T.R. (2003). *Managing Hispanic workers: Perceptions of agricultural managers*. Penn State Cooperative Extension publication.

EXTENSION PUBLICATIONS

Stup, R. (2023, July). Lean 5S: Making the physical workplace work. *Cornell PRO-DAIRY's The Manager publication*. Cornell University, Ithaca, NY. <https://hdl.handle.net/1813/113332>

Canzonier, J. and Stup, R. (2023, December). Farm Provided Employee Housing Guide. Cornell Agricultural Workforce Development, Ithaca, NY.
<https://cornell.box.com/s/hlziw91rjz83q7pe7ad1cihbu3j6y4nx>

Stup, R. (2022, July). Professionalizing human resource management in farms: Why and what this means. *Cornell PRO-DAIRY's The Manager publication*. Cornell University, Ithaca, NY.
<https://hdl.handle.net/1813/111378>

Stup, R.E. (2021, November). Employee compensation: are you in the ballpark? *Cornell PRO-DAIRY's The Manager publication*. Cornell University, Ithaca, NY.
<https://hdl.handle.net/1813/110298>

Stup, R.E. (2020, November). Ahead of the curve: Assure dairy buyers and consumers about your social responsibility with farm employees. *Cornell PRO-DAIRY's The Manager publication*. Cornell University, Ithaca, NY. <https://hdl.handle.net/1813/102708>

Berry, J & Stup, R.E. (2020, November). Rising HR professionalism: Highly skilled strategic approaches for the long-term future. *Cornell PRO-DAIRY's The Manager publication*. Cornell University, Ithaca, NY. <https://hdl.handle.net/1813/102709>

Eiholzer, L., Ifft, J., Karszes, J., Safari, F., & Stup, R.E. (2019, November). Adapting Your Labor Strategies to New York's Revised Farm Employment Laws. *Charles H. Dyson School of Applied Economics and Management, EB 2019-06*. Cornell University, Ithaca, NY.

Stup, R.E., Ifft, J., & Maloney, T. (2019, March). The State of the Agricultural Workforce in New York. *Charles H. Dyson School of Applied Economics and Management, EB 2019-01*. Cornell University, Ithaca, NY.

Stup, R.E. (2018, December). Safe, productive and engaged from day one: How to onboard new employees. *Cornell PRO-DAIRY's The Manager publication*. Cornell University, Ithaca, NY.

Stup, R.E. (2018, May). Tips for managing farm-provided worker housing. *Cornell Cooperative Extension publication*. Cornell University, Ithaca, NY.

Stup, R.E., Eiholzer, L, and Ford, L. Orientation guide for occupants of farm housing. *Cornell Cooperative Extension publication*. Cornell University, Ithaca, NY.

- Stup, R.E. (2007, April). Why are immigrant farm workers in Pennsylvania? *Dairy Digest*. Dairy & Animal Science. Penn State University. Publication DAS 2007-118.
- Stup, R.E. (2007, April). Employee motivation: Are they getting what they expect? *Dairy Digest*. Dairy & Animal Science. Penn State University. Publication DAS 2007-115.
- Stup, R.E. (2006, December). Become an Employer of Choice. *Dairy Digest*. Dairy & Animal Science. Penn State University. Publication DAS 2006-113.
- Stup, R.E. (2006, December). How does your workforce measure up? *The Dairy Focus Newsletter*, 7, 4-5. Capitol Region, Penn State Cooperative Extension. Available at <http://www.das.psu.edu/capitalregion/newsletter/>.
- Stup, R.E. (2006, September). Some Thoughts on Globalization and the Dairy Workforce. *Dairy Digest*. Dairy & Animal Science. Penn State University. Publication DAS 2006-112.
- Stup, R.E. (2005, September). Health care and the Hispanic workforce. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2005-100.
- Stup, R.E. (2004, December) How to get required labor law posters. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2004-
- Stup, R.E. (2004, November) Tensions in family farm business. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2004-86.
- Stup, R.E. (2004, August) Got commitment? *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2004-81.
- Stup, R.E. (2004, June) Benchmark your human resource management. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2004-80.
- Stup, R.E. (2004, March) New resource for managers of Hispanic employees. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2004-77.
- Stup, R.E. (2004, March) Dairy farm safety. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2004-77.
- Stup, R.E. (2004, January) Spanish language resources are available. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2004-75.
- Stup, R.E. (2003, September) Characteristics of high performance small businesses. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2003-68.
- Stup, R.E. (August 2003) Some of you may be interested in hosting an international dairy trainee. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2003-67.
- Stup, R.E. (July 2003) How to talk with employees during tough economic times. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2003-66.

- Stup, R.E. (March 2003) Make your dairy business a safer place for everyone. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2003-61.
- Stup, R.E. (December 2002). Want employee commitment? Then practice employee development. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. Publication DAS 2002-56.
- Stup, R.E. (2002) Job descriptions: The building blocks of organizations. Penn State Extension publication. 112 Ag Administration Building, University Park, PA 16802.
- Stup, R.E. (August 2002). Top Dairies Have Empowered Employees. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2002-47.
- Stup, R.E. (May 2002). Your Competition's Strategy for Getting the Best Employees. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2002-41.
- Stup, R.E. (February 2002). Harness the Power of Feedback, Goals, and Incentives. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2002-38.
- Stup, R.E. (January 2002) Family and business: An uneasy combination. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-36.
- Stup, R.E. (December 2001). Motivation theory applied to the dairy workforce (Part 2 of 2). *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-35.
- Stup, R.E. (November 2001). Motivating the dairy workforce (Part 1 of 2). *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-34.
- Stup, R.E. (September 2001). Fire up your frontline dairy workers. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-32.
- Stup, R.E. (2001) Standard Operating Procedures: A Writing Guide. Penn State Extension publication. 112 Ag Administration Bldg, University Park, PA 16802.
- Stup, R.E. (July 2001). Effective management demands clear responsibilities. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-30.
- Stup, R.E. (May 2001). Training pays. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-27.
- Stup, R.E. (March 2001). Begin planning for spring labor needs." *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-24.
- Stup, R.E. (January 2001). Human resource management for small farms. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2001-22.
- Stup, R.E. (September 2000). Recruiting and retaining employees: What matters most? *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2000-16.

Stup, R.E. (May 2000). Job descriptions. *Dairy Digest*. Department of Dairy & Animal Science. Penn State University. DAS 2000-11.

ARTICLES WRITTEN FOR POPULAR PRESS

- Stup, R.E. (2022, June 19). Tips on managing your H-2A workforce alongside your domestic workforce. *Greenhouse Grower*. <https://www.greenhousegrower.com/management/tips-on-managing-your-h-2a-workforce-alongside-your-domestic-workforce/>
- Stup, R.E. (2021, November). Employee compensation: Are you in the ballpark? *Progressive Dairy*. <https://hdl.handle.net/1813/110298>
- Stup, R.E. (2020, November). Rising HR professionalism: Highly skilled strategic approaches for the long-term future. *Progressive Dairy*. <https://hdl.handle.net/1813/102709>
- Stup, R.E. (2018, December) Safe, productive and engaged from day one. *Progressive Dairyman*. <https://hdl.handle.net/1813/60448>
- Stup, R.E. (November, 2018). Do the right thing on sexual harassment prevention. *Grassroots*, a publication of New York Farm Bureau, page 5.
- Stup, R.E. (August 25, 2018). In the dog days of summer, people and cows need extra care. *Progressive Dairyman*, 32:14, 27-28.
- Stup, R.E. (April 1, 2018). Optimizing labor efficiency. *Progressive Dairyman*, 32:6, 35-36.
- Stup, R.E. (November 7, 2017). A vision of the future dairy workforce. *Progressive Dairyman*, 31:18, 34-35.
- Stup, R.E. (August 7, 2017). Let's do more than FARM. *Progressive Dairyman*, 31:13, 33-34.
- Stup, R.E. (May 5, 2017). Dairy owners: Leadership is a privilege. *Progressive Dairyman*, 31:8, 30-31.
- Stup, R.E. (January 17, 2011) What Anglos should know about Hispanics. What Hispanics should know about Anglos. *Dairy Herd Management online*.
- Roth, S. and Stup, R.E. (March 25, 2009). Gear up part-time employees for success. *Hoard's Dairyman*, p.218.
- Stup, R.E. (August 2007). Human resource management and dairy employee organizational commitment. *Progressive Dairyman*, 21:8, 16.
- Stup, R.E. (July 2007). Employee motivation: Are they getting what they expect? *Progressive Dairyman*, 21:7, 18.
- Stup, R.E. (2007). Your employees need regular feedback. *Hoard's Dairyman*, 152, 76.
- Hilty, B. & Stup, R.E. (October 2006). Human capital: A wise investment in good times and bad. *Northeast DairyBusiness*, 8, 26-27.

- Stup, R.E. & Saviroff, M. (December 2004). To their good health. *Northeast DairyBusiness*, 6, 52-53.
- Stup, R.E. (2003, October 25). Connect training and performance monitoring with SOPs. *Hoard's Dairyman*, 148, 676.
- Stup, R.E. (2003, October 10). Developing written routines will benefit everyone...including the cows. *Hoard's Dairyman*, 148, 641.
- Stup, R.E. (2003, February 10). Eliminating variation will benefit your cows and employees. *Hoard's Dairyman*, 148, 104.
- Stup, R.E. (2003, January). Hey Amigo, how's it going?: Communication and training break down language barriers at WalMoore Holsteins. *Northeast DairyBusiness*, 5, 18.
- Grusenmeyer, D. and Stup, R.E. (2002, February). Motivate people to perform. *Northeast DairyBusiness*, 4, 26-27.
- Stup, R.E. (2002, January). Start milkers out right." *Hoard's Dairyman*, 147, 54.
- Stup, R.E. (2001, June). Listening and feedback build better communication." *Northeast Dairy Business*, 3, 26-27.

CONTRIBUTIONS TO PROCEEDINGS

- Stup, R. (2023, February 10-22) Recovering from Mistakes. *Proceedings of the 2023 Recent Graduate Conference, American Association of Bovine Practitioners*. Knoxville, TN: VM Publishing Company.
- Stup, R. (2022, September 22-24) Giving and Receiving Feedback. *Proceedings of the 55th Annual Conference American Association of Bovine Practitioners*. Long Beach, CA.
- Stup, R.E. (2019, February 7-9). Practical leadership for building a culture of commitment. *Proceedings of the Second Annual Recent Graduate Conference, American Association of Bovine Practitioners*. St. Louis, MO.
- Stup, R.E. (2019, January 22). Building Your Team. 2019 Cornell University Operations Managers Conference. Syracuse, NY. <https://hdl.handle.net/1813/60848>
- Stup, R.E. (2019, January 22). Employee onboarding: The first step to develop and retain the best people. 2019 Cornell University Operations Managers Conference. Syracuse, NY. <https://hdl.handle.net/1813/60843>
- Stup, R.E. (January 13, 2011). *Human resource management and dairy employee organizational commitment*. Cornell University Operations Managers Conference (pp. 21 – 26). Syracuse, NY.
- Stup, R.E. (January 13, 2011). *Employee evaluation that works*. Cornell University Operations Managers Conference (pp. 40 – 45). Syracuse, NY.

- Stup, R.E. (May 27-28, 2009). *Standard operating procedures for milkers*. Joint NMC 2009 Regional Meeting and MAC Conference (pp. 12 – 15). Wilkes-Barre, PA.
- Stup, R.E. (2009). *Using standard operating procedures in training employees*. Cornell Operations Managers Conference (pp. 15 – 22). Syracuse, NY.
- Stup, R.E. (2009) *Developing standard operating procedures for your team*. Cornell Operations Managers Conference (pp. 63 – 76). Syracuse, NY.
- Stup, R.E. (2005). Feedback that Motivates. *Employee Management for Production Agriculture* (pp. 31 – 33). Kansas City, MO
- Stup, R.E. (2005). Fighting Fair: Conflict Management in the Workplace. *Employee Management for Production Agriculture* (pp. 31 – 33). Kansas City, MO
- Stup, R.E. (2004) Managing a family-based workforce. *Employee Management for Production Agriculture* (pp. 83 - 88). Oklahoma City, OK
- Stup, R.E. (2004) Cross-cultural communication. *Employee Management for Production Agriculture* (pp. 29 - 33). Oklahoma City, OK
- Stup, R.E. (2004) Managing Hispanic Workers: Perceptions of Agricultural Managers. *Triennial Farm Management Conference*. Lexington, KY.
- Stup, R.E. (2004) Control the factors that influence employee success. *Milking Center Management Conference*. State College, PA: Penn State Cooperative Extension.
- Stup, R.E. (2002) Standard operating procedures: Managing the human variables. *National Mastitis Council 2002 Regional Meeting Proceedings* (pp. 11-18). Madison, WI: National Mastitis Council, Inc.
- Stup, R.E. and Speicher, D. (2002) Successfully training Hispanic workers. *Managing a Hispanic Workforce Conference*. University Park, PA: Dairy Alliance, Pennsylvania State University.
- Stup, R.E. (2002) Key concepts for managing human resources. *Milking Center Management Workshop*. (pp. 11-16) University Park, PA: Dairy Alliance, Pennsylvania State University.
- Stup, R.E. and Holden, L. (2002) Performance feedback, monitoring, and incentives. *Milking Center Management Workshop*. (pp. 69-79) University Park, PA: Dairy Alliance, Pennsylvania State University.
- Stup, R.E. (2002) Planned on-the-job training. *Milking Center Management Workshop*. (pp. 41-58) University Park, PA: Dairy Alliance, Pennsylvania State University.
- Carey, H. and Stup, R.E. (2001) Interpersonal skills and listening skills. *Skills for Successful Teams: Enhancing Your Skills in Forming, Leading and Working With Teams*. University Park, PA: Pennsylvania State University.

Stup, R.E. (2001) Milker training strategies: Translating theory into practice. *Milking Systems and Parlors: Planning and Managing for Quality Milk and Profitability, Vol. 131.* (pp. 166-178). Ithaca, NY: Natural Resource, Agriculture, and Engineering Service NRAES.

SELECTED INVITED PRESENTATIONS

2023 New York Agricultural Workforce Outlook. 2023 Dyson School Food and Agribusiness Outlook, Cornell Dyson School, Ithaca, NY, January 20, 2023.

The Federal Temporary Agricultural Guestworker Program: H-2A. Eastern Viticulture and Enology Forum, Hosted by Penn State, Cornell, and Virginia Tech, Online December 13, 2022.

Developing the Agricultural Workforce of the Future. Presented at the Produce Executive Development Program for the International Fresh Produce Association, Ithaca, NY, March 30, 2022.

Professionalizing Human Resources. Presented at the 2022 Northeast Dairy Management Conference, Syracuse, NY, March 10, 2022.

2022 Agricultural Workforce Outlook. Presented online at the 2022 Dyson Food and Agribusiness Outlook, Cornell Dyson School, Ithaca, NY, January 24, 2022.

Transforming Your Team: Employee Communication and Management. Presented in a 5-part online webinar series for Pennsylvania Center for Dairy Excellence, Ithaca, NY, September-October, 2021.

Managing Up. Presented online at the New York Association for Food Protection Annual Conference, Ithaca, NY, September 21, 2021.

Workforce Issues in the Produce Industry. Presented in the Executive Leadership Development Program at Cornell University organized by International Fresh Produce Association, Ithaca, NY, August 16, 2021.

New York's Farm Workforce in COVID-19. Presented online to the New York State Department of Health's Contact Tracing Training Initiative, Ithaca, NY, April 29, 2021.

Farm Employee Development and Motivation. *30th Annual Northeast Dairy Production Medicine Symposium, Syracuse, NY, March 12-13, 2021.*

2021 Agricultural Workforce Outlook. Presented online at 2021 Dyson Food and Agribusiness Outlook, Cornell Dyson School, Ithaca, NY, January 25, 2021.

Keys to Leading a Great Dairy Workforce. Presented online at National Milk Producers Federation (NMPF) YC Leadership Development, October 30, 2020.

COVID-19 Prevention in Worker Housing & Transportation. Presented online for the Western Growers COVID-19 Webinar Series, July 9, 2020.

Leadership in the time of COVID-19. Presented online at the 22nd Annual Mid-Atlantic Consortium, May 27, 2020.

Onboarding Farm Employees. Presented at Pennsylvania Dairy Summit, February 6, 2020.

Overview of NY Farm Union Laws. Presented at New York Becker Forum, January, 13, 2020, Syracuse, NY.

Agricultural Workforce Outlook: How Demographics, Technology, and Markets are Transforming Farm Labor. Presented for the National Migrant Education Conference, October 17, 2019, Clearwater, FL.

Agricultural Workforce Outlook: How Demographics, Technology, and Markets are Transforming Farm Labor. Presented for the Northeast Migrant Education Conference, June 26, 2019, Saratoga Springs, NY.

Retention, Turnover, Employee Development: Research Perspectives. Presented at Strategic Workforce Approaches in the Dairy Processing Industry, May 22, 2019, Ithaca, NY.

Farm Human Resource Management. Presented for CISA of Massachusetts, April 22, 2019, Hadley, MA.

Practical Leadership for a Culture of Commitment. Presented at American Association of Bovine Practitioners Recent Graduate Conference, February 8, 2019, Columbus, OH.

Matching employee and employer expectations to boost commitment and performance. Presented at the Canadian Greenhouse Conference, October 3, 2018, Niagara Falls, Ontario, Canada.

An integrated approach to workforce development in the food industry. Presented at the New York State Association for Food Protection Annual Conference, September 27, 2018, Syracuse, NY.

Business growth and leadership needs. Presented at the Forum for Ag Lending, September 26, 2018, Indianapolis, IN.

Systems thinking: Better insights to solve complex problems. Presented at the Forum for Ag Lending, September 26, 2018, Indianapolis, IN.

Critical thinking. Presented at Farm Credit Council Service's Forum for Ag Lenders, September 26, 2017, Atlanta, GA.

Identifying and developing leaders. Presented at the Professional Dairy Managers of Pennsylvania September Summit. September 7, 2017, Reinholds, PA.

Getting employees to do the right thing. Presented at the Professional Dairy Managers of Pennsylvania September Summit. September 7, 2017, Reinholds, PA.

What do lenders require for loans? Presented at the 13th Annual MAC Regional Dairy Extension In-service and Training Program. May 25-26, 2011, Wilkes-Barre, PA.

Human resource management and dairy employee organizational commitment. Presented at Cornell University Operations Managers Conference. January 13, 2011, Syracuse, NY.

Employee evaluation that works. Presented at Cornell University Operations Managers Conference. January 13, 2011, Syracuse, NY.

Standard operating procedures for milkers. Presented at the Joint NMC 2009 Regional Meeting and MAC Conference. May 27-28, 2009, Wilkes-Barre, PA.

Using standard operating procedures in training employees. Presented at Cornell Operations Managers Conference. January 8-9, 2009, Syracuse, NY.

Developing standard operating procedures for your team. Presented at Cornell Operations Managers Conference. January 8-9, 2009. Syracuse, NY.

Introduction to the symposium: The lengthening chain of change. Presented at the Joint National Extension Workshop in the 2007 Joint Annual Animal Science Society Meeting. July 18, 2007, San Antonio, TX.

Strategic Human Resource Management. Presented at People in Ag: A Professional Development Series for Ag Advisors. Nov. 13, 2006, West Lebanon, NH; April 25, 2007, West Henrietta, NY; May 1, 2007, Lancaster, PA.

Business organization: Challenges and benefits. Presented at People in Ag: A Professional Development Series for Ag Advisors. Nov. 13, 2006, West Lebanon, NH; April 25, 2007, West Henrietta, NY; May 1, 2007, Lancaster, PA.

Helping organizations to change. Presented with Robert Milligan, Ph.D at People in Ag: A Professional Development Series for Ag Advisors. Nov. 13, 2006, West Lebanon, NH; April 25, 2007, West Henrietta, NY; May 1, 2007, Lancaster, PA.

Human Resource Management 101. Presented at the Pennsylvania Dairy Summit. Lancaster, PA. February 7, 2007.

Undecided: U.S. immigration history and policy. Presented to producer meetings arranged by New Jersey Farm Bureau and Rutgers Cooperative Extension. March 6 in Salem County, NJ and March 7, 2007 in Flemington, NJ.

Managing the Hispanic workforce and *Undecided: U.S. immigration history and policy.* Presented to alumni of the Philip Morris Agricultural Leadership Program. Louisville, KY. February 13, 2007.

Managing the Hispanic workforce seminar, presented to Minnesota and Wisconsin dairy managers. Minneapolis, MN. March 1, 2007.

Leadership and employee management seminar, presented to the High Plains Dairy Association. Sioux Falls, SD. December 2-3, 2006.

Strategic human resource management and Feedback that motivates. Presented at Employee management: Meeting the challenges of today's workforce. Sheldon, IA. December 1, 2006.

Feedback that motivates. Invited presentation at Employee Management for Production Agriculture. Kansas City, MO, December 2005

Fighting fair: Conflict management in the workplace. Invited presentation at Employee Management for Production Agriculture. Kansas City, MO, December 2005

Value of the Pennsylvania dairy industry to economic development. Invited presentation at Farm Bureau Legislative Farm Tour. Bedford, PA, August 2005.

Managing a family-based workforce. Invited presentation at Employee Management for Production Agriculture. Oklahoma City, OK, August 2004.

Cross-cultural communication. Invited presentation at Employee Management for Production Agriculture, Oklahoma City, OK, August 2004.

Managing Hispanic workers: Perceptions of agricultural managers. Invited presentation at Triennial Farm Management Conference, Lexington, KY, June 2004.

Managing for motivation. Invited presentation at the Professional Dairy Managers of Pennsylvania's Producer Meeting, August 2002.

Standard operating procedures: Managing the human variables. Invited presentation at the National Mastitis Council Regional Meeting, Rochester, New York, July 2002.

The essentials of managing human resources. Invited presentation at the Franklin Veterinary Associates Annual Producer Meeting, December 2001.

Family and business communications. Invited presentation at the Franklin Veterinary Associates Annual Producer Meeting, December 2001.

Managing labor resources through standard operating procedures. Invited presentation at the Maryland Dairy Industry Association annual meeting, November 2001.

Organizing the dairy farm labor force. Invited presentation at the Lash Veterinary Associate Annual Producer Meeting, February 2001.

Milker training strategies: Translating theory into practice. Invited presentation at the Natural Resource, Agriculture, and Engineering Service Conference on Milking Systems and Parlors, Camp Hill, Pennsylvania, January 2001.

RICHARD STUP, PHD: CAREER HIGHLIGHTS

Cornell University (2018 – Present)

Director of Cornell Agricultural Workforce Development (CAWD)

- Expanded program to include 6 online courses in agricultural supervisory leadership that lead to a certificate. Hired technical and program content staff.
- Adapting agricultural supervisory leadership courses for Spanish-speaking audiences. Hired native Spanish-speaking staff.
- Evaluating and improving management of farm-provided employee housing.
- Expanding workforce development opportunities in New York.

Agricultural Workforce Specialist, Senior Extension Associate

- Research into human resource management used in farms and agribusiness.
- Developed resources for farm employers to better manage employee housing.
- Adapted sexual harassment training, in English and Spanish, for use in farm employee management. Delivered content via video and online distribution.
- Conducted research on compensation of farm employees.
- Development of supervisory and leadership certificate training.
- Educational liaison between the agricultural industry and state labor regulatory agencies.

2022 Farm-provided Employee Housing Improvement Program

- Research and evaluation of farm-provided employee housing.
- Hired extension specialist to develop program.

2022 Workforce Development for New York Agriculture

- Launched initiative with industry and SUNY system to develop apprenticeship opportunities and improve other on-farm training.

2022 Bilingual Training Skills Workshops

- Developed and delivered bilingual workshops to help farm personnel improve their ability to provide training for other farm employees.

2021-Present Online Courses in Agricultural Supervisory Leadership

- Identified a lack of training in supervisory skills among farm managers.
- Six courses taught with a combination of asynchronous learning activities and synchronous online meetings among class cohorts.
- Course titles include:
 - Transitioning to Supervisor
 - Organizing Work for High Quality Results
 - Managing Performance
 - Ethics and Employment Regulations for Supervisors
 - Employee Development and Training
 - Staffing and Organizing Your Team

2019-2022 Onboarding New Farm Employees

- Led grant-funded initiative to help farms improve their new employee onboarding programs in order to increase employee safety, productivity, and engagement.
- Developed onboarding template, website, employee handbook template, videos, and many other resources.

2020-2021 COVID-19 Pandemic Outreach to Farm Employers

- Provided information and compliance support for farm employers to protect the farm workforce.
- Provided extensive data analysis and reporting to support NYS Departments of Health, Labor, and Agriculture to identify and provide service to farm employees.
- Led initiative with county extension directors and New York Farm Bureau to assist county health departments to understand and serve their local farm workforce.
- Lead project with Cornell Cooperative Extension colleagues to provide training, templates, and resources to help farm employers comply with NY business safety plan requirements.

2018- Present **Labor Roadshows**

- Outreach events in cooperation with New York's agricultural industry, combination of in-person and online.
- Regulatory and compliance updates for farm employers.
- Tips for improving workforce management areas such as: leadership and retention, worker housing, and participating in the H-2A program.

2018- Present **Becker Forums**

- Outreach events in cooperation with New York's agricultural industry, combination of in-person and online.
- Regulatory and compliance updates for farm employers.
- Tips for improving workforce management areas such as: leadership and retention, worker housing, and participating in the H-2A program.

Ag Workforce Development (2016 – Present)

Owner and Chief Consultant

- Organized consulting process and products for multiple customer solutions, including: organization design, performance systems, team facilitation, leadership development, supervisor coaching, and workforce development.
- Conducted farm compensation benchmark to provide data for large farms to compare results and refine compensation strategies.
- Developed base of farm and manufacturing clients, established relationships with key network partners for referrals.
- Developed technology platform for marketing and customer service, including: two websites, CRM database, human resource software for client service, and accounting processes.

AgChoice Farm Credit (2008 – 2016)

Branch Sales Manager for Susquehanna Valley and Endless Mountains Branches

- Led branch through significant period of change from the retirement of several long-term employees.
- Hired and trained numerous new staff to provide service to approximately 2,000 customers and \$300 Million loan portfolio.

Director of Business Management Services

- Led organization change project to build multidisciplinary teams among credit, consultants, and accounting personnel. This successful team development project led to significant increases in program revenues.
- Planned and launched successful Accounting, Records and Tax program (ART). Wrote business plan, hired manager and staff, purchased software, and developed standard operating procedures.
- Negotiated purchase of two existing accounting portfolios with over \$300,000 in annual revenues.
- Expanded Business Consulting program and developed program expertise in Business Transition and Succession Planning.

Virtual Operations Project Team

- Led the project team that developed the virtual operations model for AgChoice.
- This breakthrough innovation improved workflow and staffing flexibility for the entire Association.

Team Development

- Improved employee engagement and team skills in AgChoice's largest branch.
- Improved branch climate and established clear and effective patterns for conflict management.

Employee Development

- Mentored IT high performer in leadership skills
- Prepared two loan specialists for promotion to loan officer.
- Prepared customer support specialist for promotion to loan specialist.
- Coached customer support specialist into support team leader role.
- Developed leadership behaviors among current team members. Constantly encouraging employees to "lead from where you are."
- Engaged all employees in ongoing career development planning.

Business Results in Susquehanna Valley Branch

- Maintained positive quality loan volume growth through difficult economic environment.
- Dramatically improved portfolio margins.
- Coached loan officers and provided assertive support through interactions with distressed customers.
- Maintained branch credit quality through difficult economic environment.
- Executed effective credit administration improvement program.

2010 Integration of Susquehanna Valley and Endless Mountains Branches

- Planned integration of branches for improved efficiency and consistent business results
- Led change management strategy to enhance team ownership of the changes.

Penn State (2000 – 2008)

Extension Leadership Activities

- Richard served as director of the Penn State Dairy Alliance program. In that capacity he increased participation of faculty from dairy-oriented departments and improved communications with field-based educators.
- Richard served as co-chair of the Animal Production Committee for Penn State Cooperative Extension's Plan of Work (POW) development effort.
- Richard was co-chair of the Extension committee of the American Dairy Science Association (ADSA)

2007 People in Agriculture: Professional Development in Human Resources for Ag Advisors

- Led grant-writing, development, and delivery of program
- Innovative educational program that includes seminars, farm tours, web pages, and follow-up online learning
- Delivery throughout the Northeast U.S.

2006, 2007 Middle Manager Conference

- Led development of this innovative program that focuses on the emerging role of middle managers in dairy farm business
- Recruited and conducted planning meetings with a committee of middle managers and agribusiness professionals

2006, 2007 Dairy Production Skills Training in Spanish

- Obtained grant funding from the Pennsylvania Department of Labor and Industry to translate training materials into Spanish, and organize and deliver workshops for Spanish-speaking employees.
- This was the first agricultural workforce development project funded by L&I.
- 137 people participated in the workshops.

2001, 2003, 2005 Managing the Hispanic Workforce Conference

- Played a leadership role with Penn State and Cornell University personnel to develop a training program for dairy managers with Hispanic employees. Employee development, management, and cultural topics made up the bulk of the agenda, while legal and ethical issues are also explored.
- Facilitated planning committee meetings, contributed to the program as a speaker, and supervised the production of the proceedings.

2004, 2005 Dairy Production Skills Certificate

- This is a formal certification program designed to meet the workforce development needs of people who want to pursue a career in the dairy industry without attaining the bachelor's degree
- Instrumental in identifying the need, developing the concept, writing appropriate grants, and hiring and supervising staff to bring this program into existence.

2002, 2004 Milking Center Management Conference

- Led an innovative, two-day workforce development program to teach integrated milking center management skills. The workshop combined technical subjects with human resource

training in a holistic approach. Lecture was combined with hands-on, small-group workshops to encourage application of learning.

- Over one hundred fifty dairy managers and advisors from Maine to Georgia have attended Milking Center Management. A unique opportunity for follow-up was offered through a controlled access website and email newsgroup.
- Led a team of educators from University Park and county-based extension as well as speakers from other universities and private industry in the development of this program.

2003 – 2004 **Calf Sense**

- Collaborated with a team of University Park and county-based extension educators to develop a hands-on training program in newborn calf management. The program was delivered five times in Pennsylvania.
- Calf Sense was requested and was delivered two times in New Jersey in December 2004.
- Program impact and results presented at 2005 ADSA meetings

2000 – 2004 **Management Essentials for Dairy Success (MEDS)**

- This highly-regarded, innovative, multi-day course in supervisory leadership was developed in partnership with Dairy Alliance and Penn State's Management Development Programs and Services
- MEDS attracted participants from throughout Pennsylvania, New York, Maryland, and Michigan
- Some dairy managers felt the program was so valuable that they sent different members of their farm staffs to attend year after year

2001 – 2004 **Management with Standard Operating Procedures**

- Responding to the need for quality management techniques to improve production process control, Richard developed a publication and training program in Standard Operating Procedures (SOP) development. Dairy managers and advisors throughout the state attended workshops and read materials that helped them improve their organizational and production management processes.
- The SOP Writing Guide has been distributed throughout the United States, Latin America, Europe and Asia.
- The SOP training workshop included case-based and group activity learning opportunities

2000 - 2001 **Cow Sense: Observation Skills Training Program**

- Identified the need and led development of a workshop to train dairy managers in techniques for observing and examining dairy cows with potential health problems. The managers were also equipped with techniques and materials that they could use for training other employees in their business.
- The Cow Sense program was very successful in Pennsylvania and was repeated five times by Dairy Alliance reaching well over 100 dairy managers. Local cooperative extension continues to successfully use the program. Dairy Alliance conducted the program two times in New Jersey with the sponsorship of that state's animal health officials. Cow Sense was emulated by Cornell University and successfully delivered numerous times in New York State. The program has had a lasting, positive impact on how Extension training programs are designed to incorporate the principles of adult learning theory.

- Techniques and results of the Cow Sense program were published in the Journal of Extension and were presented at the Penn State Outreach Conference.