

A ROLE ANALYSIS STUDY OF COUNTY AGENTS AND
EKRDP SPECIALISTS IN EASTERN KENTUCKY

Thesis for the Degree of M. S.

MICHIGAN STATE UNIVERSITY

Robert M. Jones

1963



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ABSTRACT

A ROLE ANALYSIS STUDY OF COUNTY AGENTS AND EKRDP SPECIALISTS OF EASTERN KENTUCKY

by Robert M. Jones

The Extension program in thirty counties of Eastern Kentucky was drastically changed beginning in 1960. Two different programs were started. The Modified Extension Program is an effort to broaden the Extension program to balance the human, institutional, and natural resource development efforts of Extension. The East Kentucky Resource Development Program (EKRDP) consists of a team of specialists with technical and organizational skills. These specialists are located and work only in Eastern Kentucky. The specialists are responsible for seeking out opportunities for development and for working directly on these development programs by assisting the leadership involved. These programs complement one another and together make up the Extension program in Eastern Kentucky.

This study consists of two major parts. One is the determination of role consensus between agents and specialists of Eastern Kentucky on the level of agents' responsibility for an agricultural and a non-agricultural program. The second part consists of determining the relationship between role definition and certain variables.

A questionnaire was used to obtain data to measure the agents' and specialists' perception of roles. Data were received from all twenty-nine agents and nine EKRDP Extension

Specialists working in the area.

A hypothetical county situation was presented to the respondents. Two development opportunities--strawberry production and tourism--were presented in the case county.

The agents responded to the questions as county agents in the hypothetical county. The specialists responded as they perceived the specialists' responsibility to the county.

Twelve different program activity statements were given. For each, the respondents answered three questions:

1. Who should initiate this?
2. Who should provide the "know how" to do this?
3. Who has the best contacts to do this?

These questions were answered by selecting one of six possible answers.

There was a high degree of role consensus between the agents and specialists. The mean scores of all the agents were compared with those of all the specialists. As groups, both the agents and specialists indicated that similar levels of responsibility should be assigned to the agents.

Agents and specialists tend to assign the agents higher level of responsibility for agricultural programs than for non-agricultural programs. Agents also were assigned major responsibility for initiating and providing the contacts, while specialists were assigned major responsibility for providing the "know how". Both groups

also assigned agents more individual responsibility for programs on the practice-commodity and individual-county program levels than on the marketing and area program levels.

Agents in the counties rated to have made the most program change during the past three years tend to assign a higher level of individual responsibility to the agents.

The agents who have not returned to school recently indicated agents should have a higher level of individual responsibility than did the agents who had returned to school.

The agents in counties rated to have made the greatest change, and agents who have not recently taken additional schooling, indicated a similar nature of responsibility for the agents.

The agents with the most experience assigned the agents higher individual responsibility for county agricultural programs, and a higher joint responsibility on non-agricultural programs.

Agents of counties with high agricultural potential, and agents of counties with low agricultural potential, tended to assign a similar nature of responsibility to the agents.

This study provides evidence that the agents and specialists have a high level of consensus on the aspects examined. There is further evidence that the agents located in high change counties, those who have not returned to school, and the agents with fewer years of experience, tend to assign to the agents a similar nature of individual responsibility.

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IN EASTERN KENTUCKY

By

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CHAPTER I

INTRODUCTION

The Extension Service throughout the nation has, in the last decade, made a substantial change in program content and in its approach to assist people in solving their problems. In Eastern Kentucky, the change has probably been even greater than in most other areas.

Extension in Eastern Kentucky

Eastern Kentucky lies in the fringe of the Southern Appalachian Mountains. The terrain varies from very rugged to rolling hills. For the most part, the agriculture is subsistence in nature. Seventy-five percent of the area is covered with medium to low grade hardwoods. Coal is the number one resource of the area. In roughly half of the counties of Eastern Kentucky, coal mining is the primary economic base. Agriculture ranks second in the area in number employed.

The area of the state is characterized by severe unemployment, underemployment, and low incomes.¹ In recent years there has been some evidence that the area is beginning to show some improvement, such as improved highway

¹University of Kentucky, Appalachian Resource Development Project, A Report Prepared by the College of Agriculture and Home Economics (Lexington: University of Kentucky, 1960), p. 4.

systems, improved educational systems, and even more importantly, a renewed interest on the part of the citizens in development programs.

The Kentucky Extension Administration recognized that the agriculturally oriented program Extension had developed in the area through the last forty years was not meeting the needs of the area. To adjust the Extension program to better deal with the situation, two programs were launched: the Modified Extension Program and the East Kentucky Resource Development Program, hereafter referred to as EKRDP. Although these two programs were developed somewhat independently, the same over-all objectives apply to each. The two complement one another, and combined, make up the Extension program of Eastern Kentucky. Thirty counties are involved in these programs. (See map, Appendix A.)

The Modified Extension Program was planned as a comprehensive and drastic modification of the traditional Extension program. The planning for the program was based on the area's particular needs, problems, and social and cultural situation.² The program does not de-emphasize agriculture, but agriculture is placed in its position relative to the total resources and opportunities of the area.

The East Kentucky Resource Development Program (EKRDP) consists of a team of specialists with certain technical and

²James S. Brown, "The Eastern Kentucky Resource Development Project" paper presented to Agricultural Economics and Rural Sociology section of the Association of Southern Agricultural Workers, Jacksonville, Florida 1962, p. 15.

organization skills. This team is stationed in the area. The major objective of the program is resource development and motivation for improvement in the thirty counties of Eastern Kentucky.³

The Kellogg Foundation is providing part of the funds to the University of Kentucky to aid in financing the program for the first seven years. After that time, the program will be financed in total by the University.

The preliminary plans for the Modified Extension Program was made by committees composed of administrators, specialists, and county workers. Following this, all county workers of the area attended a week-long training meeting at the University in September, 1960. At this meeting, plans were further developed. The objectives of this program were reflected to a limited extent in the 1961 county plans of work. Since these plans of work were developed in November, there was little time to make major adjustments in the county programs during the first year.

The broad objectives of the Modified Extension Program have been broken down into the following seven working objectives:⁴

1. An Intensive Program in the Basics of Living.

Eastern Kentucky, a chronic depressed area, has a large proportion of the population with low standards

³Ibid. , p. 12.

⁴"The Modified Extension Program for Eastern Kentucky" (College of Agriculture and Home Economics, University of Kentucky, "n. d.") (Mimeographed.)

of living, many with inadequate diets, shelter, and clothing, also many with poor health. This program recognizes Extension's responsibility to assist these economically and socially depressed people to improve their living standards.

2. Educational Programs on Technical Services of Other Agencies.

To some extent, Extension has always functioned in this capacity. This objective suggests planned action, with sufficient allocation of time to permit a more comprehensive job of informing people about them, wherever possible, in qualifying for, and taking advantage of these services.

3. Leadership in Action and Decision Making.

The development of Eastern Kentucky depends upon the quality of leadership available. Extension can make an important contribution toward development by recruiting and training leaders who serve on development programs. Extension workers would also be expected to play a leadership role in assisting groups in these development programs.

4. Assistance in Adult Career Guidance.

Three groups of people--(a) the displaced coal miner, (b) the subsistence farmer, and (c) the youth entering the labor force-- must be provided employment if they are to improve their standard of living. Most of this employment will necessarily be outside of the area. Extension can assist these groups by making them aware of the opportunities available, and by assisting those agencies and organizations that have training and job placement services available to the people of Eastern Kentucky.

5. Development of Specialized Agricultural Sources of Income.

Agriculture in Eastern Kentucky is chiefly subsistence farming. The small amount of commercial agriculture generally is on a small scale. Extension's objectives are to assist the people of the area in developing those specialized enterprises where the resources and interest are sufficient to add to the economic development of the area. Agriculture, alone, is not the answer to the economic problems of the area, but in combination with the development of other resources can contribute toward total economic development.

6. Close Cooperation with Community and Industrial Development Projects.

Extension will attempt to coordinate with the various movements that generally deal with social, industrial, educational, and agricultural improvement. It would not function as a contact agency to prospective industries and factories. The primary function would be to assist communities in providing the facilities and services that would attract industry.

7. An Educational Program for the Development of Youth.

In addition to adjusting the 4-H program to meet the needs of the area, Extension would work with community organizations and youth groups to improve the facilities and programs for youth.

The emphasis on programs other than agriculture indicate the vast change in programming that has taken place in Extension Service of Eastern Kentucky. At the same time, recognition should be given to many past efforts on the part of the county Extension workers and specialists in programs other than agriculture. The important consideration is that the Modified Extension Program is a total effort of Extension to adjust to the unique needs of the area.

The broadening of the Extension program into new subject matter fields creates a need for new resource people. It was to supply these resources that the EKRDP program was started, along with the Modified Extension Program.

A center was set up with offices and housing at the Robinson Sub-Experiment Station at Quicksand, Kentucky. This center is staffed with eleven specialists and a director. These specialists were hired at various times during 1961. The following specialist positions were created:

1. EKRDP Specialist in Livestock
2. EKRDP Specialist in Agronomy
3. EKRDP Specialist in Poultry
4. EKRDP Specialist in Horticulture
5. EKRDP Specialist in Community Services
6. EKRDP Specialist in Industrial Location and Development
7. EKRDP Specialist in Marketing, Management and Transportation
8. EKRDP Specialist in Basics of Living
9. EKRDP Specialist in Community Contacts
10. EKRDP Specialist in Youth
11. EKRDP Specialist in Wood Utilization
12. EKRDP Specialist in Adult Guidance

There is a high degree of correspondence between the specialties in this list and the objectives of the Modified Extension Program. The two programs have the same objective and differ only in approach and organizational structure.

The new Extension program in Eastern Kentucky is not only an effort to improve the area, but also serves as a demonstration for a new approach toward area resource development.

Purpose of Study

The role of the EKRDP specialists differs from the role of the traditional Extension specialists. The EKRDP specialists not only assist the county extension personnel with the county programs, but may take the leadership in developing programs where special needs and sufficient interest are determined to exist. This latter action may be taken in a county without the request of the agents, although there generally is close cooperation between the two. The EKRDP specialist, with close contacts in the area, is in a

much better position than is the specialist with offices at the University and statewide responsibility when it comes to analyzing the local situation and developing programs based on the problems of the area.

The EKRDP specialists are working without a clear-cut job description. This has the advantage of not limiting the action of the specialist. At the same time, it is a possible source of conflict between the specialist and other Extension workers.

The county agent's role basically has been that of an agricultural generalist. The Modified Extension Program has broadened the agent's role so that he becomes a generalist in both agricultural and non-agricultural fields. The program emphasizes the importance of the changing role of the agents, and provides some guidelines for making these changes. Nevertheless, the county agents are in a period of difficult adjustment--not only in program content, but in their values and beliefs, clientele, and methods and procedures. Changes such as these do not take place rapidly. Their new role must be developed through experience and training.

Both the county agents and the EKRDP specialists are in a period of developing working relationships and methods of coordinating efforts to obtain maximum results. The agents are adjusting to the new technical services available through the specialist and to the specialist's role of seeking opportunities and developing new approaches.

Changes in role of agents and specialists, and in program content, were the major considerations in developing

this study. The two major objectives are: first, a comparison of role consensus of county agents and EKRDP specialists, and second, a determination of county agents' role definition on traditional agricultural Extension programs and on emergent Extension programs of total resource development.

Not all agents adjust to a changing situation at the same rate or degree. This study will further attempt to determine if certain variables are associated with the county agent's role definition. The variables to be considered are: (1) rate of change in the county program; (2) advanced schooling; (3) importance of agriculture in the county; and (4) years of Extension experience.

At this stage of the Modified Extension Program and the EKRDP Program, such a study not only could provide information that would indicate possible needed adjustments, but would provide a bench mark for future studies of the program.

Hypotheses

Seven hypotheses were developed for this study. The first three are concerned with the role consensus between county agents and EKRDP specialists. The other four are concerned with role definition of agents in relation to the four variables listed above.

Hypothesis I: There is a high degree of role consensus between the county agents and the EKRDP specialists that: (1) the county agents should have major responsibility for initiation of both agricultural and non-agricultural programs;

(2) that the specialists should have major responsibility for providing the "know how" in conducting both agricultural and non-agricultural programs; and (3) that the county agents have the best contacts to work on both agricultural and non-agricultural programs.

Hypothesis II: There is a high degree of role consensus between the county agents and the EKRDP specialists that the county agents have a higher level of responsibility for agricultural programs than for non-agricultural programs.

Hypothesis III: There is a high degree of role consensus between county agents and EKRDP specialists that the county agents should have a higher level of responsibility for both agricultural and non-agricultural programs, on the individual, county, practice, and commodity program levels, than on the area and marketing levels.

Hypothesis IV: Those agents whose programs were rated to have made the greatest amount of change from traditional Extension to resource development will define their role as indicating a higher level of individual responsibility than will those agents whose programs are rated to have made the least change. The greatest difference will be on non-agricultural and area programs.

Hypothesis V: There is a direct relationship between recent schooling and the degree of individual responsibility indicated by the agents. Those agents who have recently had additional schooling will indicate a higher degree of

individual responsibility than those agents who have not had additional schooling.

Hypothesis VI: There is a direct relationship between years of Extension experience and agents' role definition of the nature of responsibility. Agents with the most experience will indicate a willingness to assume less individual responsibility for non-agricultural and for agricultural area programs than will those agents with the least years of experience.

Hypothesis VII: There is a direct relationship between the agriculture potential of the county and the agents' role definition of nature of responsibility. Agents located in counties with the least agriculture potential will indicate a higher level of individual responsibility for non-agricultural programs than will those agents located in counties with greater agricultural potential.

Providing these hypotheses can either be satisfactorily supported or rejected, the study can be useful in determining the degree of role consensus between agent and EKRDP specialist on the different types of programs and program levels included in the Extension program in Eastern Kentucky. It will further provide information on the relationship between social characteristics of agents and the role definition of the agent on various program segments.

CHAPTER II

REVIEW OF LITERATURE

Extension's Changing Role

Most literature written about the Cooperative Extension Service today refers to the changes that are taking place in the Extension program. To some people this change is alarming. To others, it is considered essential if Extension is to remain an active, useful organization. Actually, the Extension program, since its beginning in 1914, has been in a continuous process of change and adjustment to meet the changing needs of the people it serves.

Paul Miller points out the change that has taken place in Extension programs.

Cooperative Agricultural Extension work is emerging from an agrarian past and is facing into an industrial future. The institution of the county agent has moved through successive chapters of evolution and is presently well into another. Each chapter followed significant epochs of change in the United States.¹

Kelsey and Hearne also discuss three phases in which Extension programs have evolved.

The history of Extension work indicates that there was an early period when men of science brought to the farmers what seemed most needed from the scientific

¹Paul A. Miller, "Extension Education in the Land-Grant Colleges", Farm Policy Forum, Vol. XI, No. 4, (1958-59), p. 8.

viewpoint. Then in the first years of extension program planning came an attempt to list all the needs of each community and consolidate them into a program. ... The third phase, which seems to be more mature, is a combination of these ideas of the specialists about what is needed with the wants and desires of the members of the family.²

Morris discussed three phases of program planning,³ starting with Extension workers determining the program, then a period where the people of the county primarily determine what the program should be, and finally, Extension working with the lay leadership in selecting goals and objectives to meet the needs of the county.

In 1957, the Extension Committee on Organization and Policy, recognizing the need for Extension to consider its objectives, developed the so-called "Scope Report." This report listed the trends that were taking place in the country and the significance of these trends for Extension.

All such significant trends re-emphasize the fact that the Extension Service must have a dynamic program--one constantly being modernized to keep pace with the ever changing conditions facing the people it serves. Programs and procedures appropriate and adequate yesterday are likely to be inappropriate today--and obsolete tomorrow.⁴

²Lincoln D. Kelsey and Cannon C. Hearne, Cooperative Extension Work, (Ithaca, New York: Comstock Publishing Associates, 1955), p. 115.

³F. B. Morris, Planning County Agricultural Extension Programs, U. S. D. A. Extension Service Circular No. 260, 1937.

⁴Paul A. Miller, et. al., The Cooperative Extension Service Today: A Statement of Scope and Responsibility, (East Lansing, Michigan: Michigan State University, 1958), p. 7.

There is general agreement that change is necessary in Extension. What direction the change should be in is not clearly stated in the literature. In early Extension work, the program was almost entirely focused on agricultural and rural homemaking problems. There has been a gradual expansion of the program, as the situation changed, to include many activities that are more urban than rural in nature.

One of the problems in determining what the changes in Extension should be is that the counties which are served by Extension vary from urban to rural, from prosperous to depressed, from mountainous to plains, and from a growing agricultural situation to a declining agricultural situation. A program that would be successful in one county may be without value in another.

The writers of the Scope Report recognized this in the following statements.

If we accept the principle that Extension's responsibilities are to farm families first, but not to them alone, then the major operational problem of Extension is how to allocate its time and resources so that the highest priority needs of those other than farm people are given appropriate attention. Because of the diversity of economic and population patterns throughout the nation, this allocation of Extension resources necessarily must be determined within each state, and to a large degree, within each county.⁵

The Scope Report is a broad charter within which Extension can operate. It is the responsibility of each state, and each county within the state, to develop a program.

⁵Ibid., p. 13.

to be in accordance with the situation, within the framework of the Scope Report.

There seems to be two different directions in which Extension is moving. One is a stepped up program to meet the complex needs of modern agriculture. The other is in the direction of community or resource development. These are not going in the opposite direction, but rather parallel each other in an attempt to meet the needs of today's society.

Studies were conducted in Arizona⁶ and Pennsylvania⁷ to determine what were the problems people were concerned with and if the people thought that Extension should work on these problems. The studies found that both rural and urban people were concerned with schools, employment, industry, community physical upkeep, recreation and water. The people also indicated they would approve of the Cooperative Extension assisting on programs to help with these concerns

Assuming that the findings in these two studies (and there are other evidences to support these) represent the other areas of the nation, then it should follow that Extension be concerned in these types of community problems, because Extension programs are based on the needs of the people.

⁶James R. Hazlitt, "A Study Indicating the Future Direction of the Cooperative Extension Service in Order to Meet the Problems and Needs of the People" (unpublished Master Thesis, Michigan State University, 1961).

⁷Erie County Agricultural Extension Association and Department of Agricultural Economics and Rural Sociology, Corry Community as Seen by Its People, Extension Studies No. 6, (University Park, Pennsylvania, 1960)

These statements provide us with a broad background on the changes taking place in Extension. This would necessarily result in changes in the role of county agents and other Extension workers.

Robert Clark, in discussing the role of the county agent, states:

Change can be the basis of progress--the challenge which faces all Extension workers, and particularly the County Extension Agent of tomorrow, is to analyze, with wisdom and courage, the changes which are occurring, and adjust their role so as to provide maximum service at the highest professional level that it is possible to attain.⁸

In addition to the change taking place in the content of Extension programs, there is a change taking place in the level of programs. The early county agents assisted farmers in improving farm practices. Control of the boll weevil on the cotton farms of the South is an example. Later, there was a shift toward planning for the total farm operation, and to county programs concerned with specific kinds of farm enterprises. Farm organizations, county committees, and the agents, together, developed the county program.⁹

Black and Westcott make a similar observation:

Early extension work gave major emphasis to improved farm practices. The emphasis is now shifting more to the farm and family as a unit and to the community as a whole.¹⁰

⁸Robert C. Clark, "The Role of the County Agent", Farm Policy Forum, Vol. XI, No. 4, (1958-59), p. 23.

⁹Kelsey, op. cit. pp. 125-26.

¹⁰John D. Black, George Westcott, and others, Rural Planning of One County, (Harvard University Press, Cambridge, Massachusetts, 1959), p. 374.

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History will probably show that during 1950-60, Extension made another major adjustment in the scope of its program. This adjustment was considerably more complex than those made during World War I and II and the depression. There are two current changes that are taking place that are pertinent to this study. One is the emphasis on marketing. The other is the increasing importance of programs for an area larger than one county.

Following the passage of the Agricultural Marketing Act of 1946, Extension has increased the number of marketing specialists and enlarged the program to include not only farm marketing, but processing and consumer marketing as well.

Extension is under firm obligation to carry on an education program in marketing, utilization, and distribution. This obligation stems from the basic legislation establishing extension work; the traditional role of Extension in the U. S. Department of Agriculture and the land-grant colleges; and the accepted responsibility by Extension to farmers, business firms, and the general public.¹¹

As the Extension marketing programs became more complex, requirements for personnel to work on these programs changed. The following statement, taken from "A Guide to Extension Programs for the Future", points this out:

While trained personnel are essential to all phases of Extension, those persons assigned to work with marketing and processing firms must be exceptionally well trained. Advanced formal training and actual work

¹¹C. B. Ratchford, "The Scope of Marketing", Extension Service Review, (November 1959), p. 238.

experience in marketing is particularly important for those working directly with processing and distribution firms.¹²

This would indicate that the county agent would probably be doing less of the marketing work, and that marketing specialists and area marketing agents would be responsible for the different phases of the marketing programs.

Motsenbocker,¹³ in his study, found that in 1961, eighteen states had area Extension workers covering two or more counties. These inter-county agents primarily specialized in a subject matter field, although there were a few who worked on general programs.

Motsenbocker summarized this movement to inter-county agents as follows:

Information assembled from the eighteen states showed that inter-county extension work is rapidly coming in. A new group of extension workers is rapidly developing. They operate under a vast array of titles and different arrangements. However, they have at least one thing in common, they fit somewhere between the level of the county extension agent and the subject matter specialist.¹⁴

¹²Federal Extension Service, A Guide to Extension Program for the Future, (North Carolina State College Agricultural Extension Service, 1959), p. 13.

¹³Earl Edwin Motsenbocker, "The Inter-County Agent, A New Kind of Cooperative Extension Service Worker", (Unpublished M. S. Thesis, Michigan State University, 1961), p. 71.

¹⁴Ibid.

The East Kentucky Resource Development Program is an example of an Extension program approached on an area basis. The personnel involved in the program are called specialists, however, their role places them in a position somewhere between the county agent and the usual subject matter specialist. The following statement indicates the EKRDP specialists' roles as proposed by the Kentucky Extension Service.

The resource specialists, working as teams according to needed combinations, and composed of persons selected for exceptional proficiency, training, and dedication to the area, will vigorously seek every feasible opportunity to further the economic and institutional program of the area. They will seek to ferret out the most favorable or promising opportunities and will present to the project leader a unified plan of action, or project, for each such opportunity, to accomplish the desired end. Projects proposed for action by members of the specialist team will indicate expected accomplishments, contributing areas of specialization, supporting specialists' time needed, and the sequencing of such efforts.¹⁵

These resource specialists function much like a county agent as they develop programs to solve a problem. These programs usually involve more than one county. Since the county agents and specialists coordinate their efforts to a large extent, the agents then, to some extent, become involved in programs dealing with more than one county.

¹⁵University of Kentucky, op. cit., p. 10.

Role Theory

There are a number of ways that changes in an organization can be studied: (1) flow of ideas, (2) adoption of practices or ideas, (3) organizational development, (4) time spent, (5) clientele reached, and many others. Another way is to examine the roles of the people that make up the organization. This was the basis selected for this study.

This study is basically one of role definition, with the county agent's position the focal point. Included is a measure of role consensus of agents and specialists, and comparisons of the role definitions of agents and certain variables believed to influence the agent's role perception.

A role has been defined by many people. Gross defines a role as "a set of evaluative standards applied to an incumbent of a particular position." ¹⁶

Miller gives a similar definition, but emphasizes that the expectations of the individual holding the positions would be part of the role.¹⁷

Sower notes that an organization is made up of individuals who hold certain positions, and that there are certain expectations of those in the organization because of the position occupied. For each position, there

¹⁶Neal Gross, Ward S. Mason, and Alexander W. McEachern, Explanations in Role Analysis: Studies of the School Superintendents Role, (New York: The Dryden Press, 1951), p. 60.

¹⁷Paul A. Miller, "Cooperative Agricultural Extension Work in the Industrializing Society" (Michigan State University, East Lansing, 1959), p. 34.

are relevant others who have social rights to have certain expectations for the incumbent in that position. The key for understanding an organization is the role consensus of the position incumbents and the relevant others.¹⁸

Wilkening, in his study of Wisconsin county agents' perception of role definition, defines two terms that are used in this study:

Role definition refers primarily to the agent's indication of what he feels he "ought to do" or what he feels his relationship with other persons should be. This definition of what "ought to be" derives from the expectations of persons in other positions.

Role consensus refers to amount of agreement in role definition of the county extension agents. One aspect of role consensus is the agreement among agents of one type...while another is the amount of agreement among agents of different types...and finally, another refers to the agreement in role definition between agents of one type and persons in another position.¹⁹

The term "role definition", as used in this study, refers to what the agents and the specialists feel they should do, or be in the position to do, in performing twelve different activities. It is assumed that the response to what he should do would be a combination of the respondent's personal belief and what he believes others would expect.

¹⁸Christopher Sower, "The Land Grant College, a Development Organization in Transition: A Case of the Cooperative Extension Service", paper presented to the Seventh National Cooperative Extension Administration Seminar, University of Wisconsin, May, 1962, p. A - 11.

¹⁹Eugene A. Wilkening, The County Extension Agent in Wisconsin: Perceptions of Role Definition as Viewed by Agents, Research Bulletin 203 (Wisconsin Agricultural Experiment Station, September, 1957), pp. 2 - 3.

"Role consensus" will refer to the amount of agreement on the definition of the agent's role between the agents and specialists, and between different groups of agents.

Except in the broadest terms, such as "education", the role of county agents is difficult to define. The county agent's role may be defined in terms of subject matter fields, type of activities, methods used, clientele involved, functions performed, and many others.

Stone's study broke the occupational roles of county agents into seven major classifications: (1) consultant; (2) public program administrator; (3) salesman of information and ideas; (4) organizer and supervisor of events; (5) organizer of groups; (6) student; and (7) facilitator-expediter.²⁰

Wilkening studied the role of the county agent from the standpoint of: (1) major functions of the Extension Service; (2) subject matter areas; (3) type of activities of county extension agents; (4) ways of influencing farm people; and (5) relationship with other persons and groups.²¹

Determination of Roles Studied

There were a number of possible ways that roles of agents and specialists of Eastern Kentucky could be studied. For this study, it was decided to use three functions Extension workers perform to implement a program or project:

²⁰John T. Stone, "How County Agricultural Agents Teach", (Michigan State College, East Lansing, 1952), pp. 1-2.

²¹Wilkening, op. cit.

(1) initiation, (2) providing the "know how", and (3) making the contacts.

No previous studies were found using this particular classification. However, based on experience and the opinion of others, it was concluded that these were "real" functions that agents or others perform in developing programs. Someone must initiate the program by creating interest and organizing for action. Contacts must be made to implement the action. And someone must provide the "know how" to plan and carry out the plans.

The literature that has been cited, and the author's experience as an agent in Eastern Kentucky, provided the bases of the program categories used in this study. These program categories are presented in the form of activity statements on a strawberry and a tourist program.

The strawberry program would represent the traditional Extension program, and the tourist program would represent the resource development phase of the Modified Extension Program in Eastern Kentucky.

For each program, activity statements are stated to represent a practice, a commodity, and a marketing activity. The review of literature showed that this sequence has been followed in the development of Extension. Early Extension work was primarily founded on the farm practice level. Later, the commodity approach was used. For example, county beef programs or county tobacco programs were developed. Today, there is much emphasis on marketing.

There are also activity statements for each program on individual, county, and area program levels. Again, this sequence coincides with the development of Extension. The early county agents were mostly concerned with working with individuals. From this, county groups and organizations became the agent's clientele. Today, the area approach is being recognized as a logical method of working on certain problems that cannot be solved on a county basis.

CHAPTER III

METHODOLOGY

Questionnaire

Each county agent operates in a unique situation.

Therefore, if each agent was asked to respond to the questions based on the county situation in which he worked, his responses would be partly determined by the situation in the county. To avoid this, each agent was asked to respond in terms of a hypothetical county situation--that of Needmore County. (See Appendix B.)

The situation in Needmore County represented the average economic and social condition that exists in Eastern Kentucky. A case was presented for two programs that could bring about economic improvement. Strawberry production was selected to represent agricultural programs. Tourist development was selected to represent non-agricultural resource development programs.

Strawberries was selected over other agricultural enterprises because every county included in the study produces some strawberries. During the last ten years, Extension has emphasized strawberry production as a means of increasing farm income in the area. An Extension specialist committee on "Specialized Sources of Income in Eastern Kentucky Area" made a study of agricultural resources of each of the counties. Their report suggested that straw-

berries had possibilities in each of the counties for increasing farm incomes.

Tourism was selected to represent the non-agricultural resource development programs because of the recent increased interest in tourism as a potential income source. State parks are being improved, local tourist groups have been organized, and several area tourist meetings have been held.

Tourism, because of its economic implications, also has the advantage of being more comparable to strawberry production. It would be more difficult, for instance, to compare human development or community service programs with an agricultural program.

Not every county in the area has equal possibilities in developing a tourist program, but every county is involved to some extent in the over-all development of the tourist business of the area.

In responding to the questionnaire, the county agents were asked to play the role of the county agent in the hypothetical county. The EKRDP specialists were asked to play their natural role and to respond as the EKRDP specialists would to assist in developing the program in the case county.

The questionnaire consisted of twelve activity statements describing activities in which Extension could be involved in the strawberry and tourist development programs. Six of these statements are relevant to the strawberry program and six are relevant to the tourist program.

Three statements on each program are concerned with groups that could be involved in the program--individuals,

county groups, and area groups. There are also three statements for each program on program levels - practice, commodity, and marketing. (See Appendix C & D.)

These three questions were asked concerning each of the twelve statements:

1. Who should initiate this?
2. Who should provide the "know how" to do this?
3. Who has the best contacts to do this?

These three questions were asked because each is a function that Extension workers must perform in developing any type of program. The question, "who should initiate this," is of special importance to this study because the EKRDP specialists have been given the unique responsibility of developing programs where the need exists. The agents have been largely responsible for initiating programs and activities in the past. The question will help determine if this role of the agents still exists and to what degree.

The question, "who should provide the know how," is considered important in determining if the role of the EKRDP specialist is like that of the traditional Extension specialist--that is, providing information.

Since the EKRDP specialists are located in the area and are in a position to develop close contacts with the leadership, the question, "who has the best contacts to do this," was asked. It has largely been the responsibility of the county agents to provide the contact to carry out county programs in the past. Responses to this question will

indicate if this is true in today's Extension program in Eastern Kentucky.

To answer each of these questions, the respondents selected from one of the following possible choices:

- A. County staff
- B. County staff, with some assistance from EKRDP specialists
- C. County staff and EKRDP specialists sharing more or less equally
- D. EKRDP specialists, with some assistance from county staff
- E. EKRDP specialists
- F. Others, not Extension

These possible responses are much like a continuum.

At one pole, the agents would have total responsibility.

At the other, the agents would have no responsibility.

Testing the Instrument

The questionnaire was tested on three graduate students at Michigan State University who had Extension experience. Because of the uniqueness of the role of the EKRDP specialists, those testing the questionnaire did not fully understand the implications involved. Other than this one factor, the test respondents had no difficulty in answering the questions.

Respondents

The respondents consisted of the twenty-nine county agents and nine EKRDP specialists employed by Extension during January, 1963, when the data were collected. One county in the thirty-county area does not have a county agent. One of the specialist positions was vacant at the time the data were collected. Two specialists not paid from Extension funds were not included in the study.

Obtaining the Data

Arrangements were made to attend a series of in-service training meetings to be held in Eastern Kentucky on January 22, 23, and 24. All agents and EKRDP specialists were to attend the meetings. Sufficient time was provided on the program to administer the questionnaire to the respondents as a group.

The first meeting was held with 100% attendance. A severe snowstorm on the second day prevented some respondents from attending this meeting. The third meeting was cancelled because of hazardous road conditions. Questionnaires, along with instruction sheets, were then mailed to the fourteen agents and three specialists who were unable to attend the meetings.

Completed and usable questionnaires were obtained from all twenty-nine agents and nine specialists.

The two District Extension Supervisors, who have responsibilities in the thirty-county area, were personally interviewed to explain the purpose of the study, and to solicit their assistance. The Supervisors then rated the

counties in their district on the amount of change that had taken place in their county Extension programs during the last three years. (See Appendix E.)

Method of Measurement

The responses to each of the questions were in terms of A, B, C, D, E, or F, corresponding to the possible choices stated on page 27.

To provide a method of measuring differences in responses, values were assigned to the possible responses as follows: A = 1, B = 2, C = 3, D = 4, E = 5, F = 6. Using these values, mean scores were determined for (1) each respondent; (2) the county agent group and specialist group; (3) each respondent group on initiation, "know how", and contacts; (4) each respondent group on the twelve program statements and different combination of these statements.

Low mean scores would indicate a high level of agents' individual responsibility. High mean scores would indicate a high level of EKRDP specialists' and agents' joint responsibility. Scores below 3.00 would indicate the agents should have major responsibility, and scores above 3.00 would indicate the specialists should have major responsibility.

CHAPTER IV

FINDINGS: PART I

In this part of the chapter, comparisons of the agents' and EKRDP specialists' mean scores will be made to determine the degree of role consensus. From the responses of agents and specialists to the three questions on each of the twelve activity statements, agents' responsibility scores will be determined. Comparisons of agents' and specialists scores will be made for the following:

1. Agents' level of responsibility on strawberry and tourist programs.
2. Agents' level of responsibility on the individual, county, and area activities.
3. Agents' level of responsibility on the practice, commodity, and marketing levels.
4. Agents' level of responsibility on initiation, know how, and contact functions.

By combining mean scores to the three questions for each of the twelve activity statements, and different combinations of these statements, it was possible to obtain a measure of agents' responsibility as indicated by both the agents and specialists in each of the above four areas.

There was a wide variation of mean scores between individual respondents in both groups. These variations were not treated separately. All agents' scores, and all specialists' scores, were considered in measuring the mean

scores of the groups.

Comparisons of Mean Responsibility Scores
of Agents and Specialists on each of
the Four Program Categories

A. Strawberry Program

Program Levels--Individuals, County, and Area.
(See Table I.)

The three activity statements included in this program category are:

1. Work with individual farmers to increase acreage of strawberries.
2. Work with the Needmore County Strawberry Growers Association to increase acreage of strawberries.
3. Work with the Area Strawberry Growers Association to increase acreage of strawberries.

The one variable in these three statements is the clientele group with which the Extension agent and specialist would be working. The strawberry program in Eastern Kentucky includes each of the clientele groups, and the agents have had experience working with each group.

The mean scores of both agents and specialists indicate that the major responsibility for initiating work with individual strawberry growers and county groups should be assigned to the agent, and that initiating work with the area group should be assigned to the specialists.

There is a difference in assigning major responsibility for providing the know how with the individual growers. The mean scores indicate the agents assign the responsibility to themselves, and the specialists would assign the respons-

TABLE I.--Mean scores of responsibility assigned by agents and specialists to the agents on the three questions concerning the activity statements on strawberry programs on the individual, county, and area level

Activity Statements	1. Work with individual farmers to increase acreage of strawberries	2. Work with the Need-more County Strawberry Grower Association to increase acreage of strawberries	3. Work with the Area Strawberry Growers Association to increase acreage of strawberries
	Agents Specialists N = 29 N = 9	Agents Specialists N = 29 N = 9	Agents Specialists N = 29 N = 9
Initiation	2.06 1.55	1.56 1.66	3.86 3.44
Know How	2.79 3.20	3.17 3.22	4.13 4.11
Contacts	1.39 1.22	1.89 1.88	3.62 4.00

*Low mean scores indicate the agents should be assigned major responsibility and high mean scores indicate the specialists should be assigned major responsibility. This will hold true for Tables I through VI.

ibility to themselves. The difference is slight but does indicate the specialists feel a high degree of responsibility for providing the technical information at all levels.

The mean scores of both agents and specialists indicate that the specialists should have the major responsibility for providing the know how for working with the county and area groups.

The agents have the best contact for working with the individual grower and county groups, as indicated by the mean scores of both agents and specialists. Both groups also agreed, as indicated by their scores, that the specialists have the best contacts to work with area groups.

Comparing the mean scores of agents and specialists indicates a high degree of role consensus. In only one of the nine comparisons, providing the know how for working with individual growers, did the agent and specialist mean scores indicate disagreement on who should have the major responsibility. And the difference here was small.

The mean scores of agents and specialists tend to assign the agent a high degree of responsibility for working with individuals and county groups, and low degree of responsibility for working with area groups.

There was very little difference between mean scores of agents and specialists on the statement concerning the individual or county groups. Both agent and specialist mean scores were much higher on the statement concerning the area group.

Program Level--Practice, Commodity, and Marketing.
(See Table II.)

The three activity statements in this program category are:

1. Work on a Needmore County program to improve strawberry weed control practices.
2. Work on a Needmore County program to increase strawberry acreage and yields per acre.
3. Work on a Needmore County program to improve strawberry marketing and processing outlets.

In these three statements, the county program is held constant. The variable is the level of the activity. Each of these program levels are a part of the over-all strawberry program in Eastern Kentucky. The three levels also coincide with the general development of Extension programs. Early Extension work dealt primarily with improving farm practices. Later, programs were developed around the total enterprise. Recently, Extension has emphasized marketing, not only from the standpoint of assisting the farmers with marketing problems but also at the processing and marketing firm level.

Much the same pattern of responsibility assignment is indicated by agents and specialists for these three statements as for the previous statements on clientele groups.

The mean scores of agents and specialists indicate that both groups would assign the responsibility for initiating programs on the practice and commodity level to the agents. The scores show a disagreement on the assigning of responsibility for initiating on marketing. The agents' scores indicate the specialists should have major responsibility

TABLE II.--Mean scores of responsibility assigned by agents and specialists to the agents on the three questions concerning the activity statements on strawberry programs on the practice, commodity, and marketing levels

Activity Statements	4. Work on a Needmore County Program to improve strawberry weed control practices		5. Work on a Needmore County Program to increase strawberry acreage and yields per acre		6. Work on a Needmore County Program to improve strawberry marketing and processing outlets	
	Agents	Specialists	Agents	Specialists	Agents	Specialists
	N = 29	N = 9	N = 29	N = 9	N = 29	N = 9
Initiation	1.71	1.66	1.68	1.66	3.72	2.77
Know How	3.24	3.22	2.62	3.22	4.48	4.00
Contacts	1.31	1.33	1.20	1.33	3.89	3.55

for initiating marketing programs, and the specialists' scores indicate the agents should have the major responsibility.

A possible explanation for this difference is that the agents recognize marketing as a complex activity requiring a person trained in the subject to adequately deal with marketing problems. The specialists may be of the opinion that the agents should be responsible for initiating all county program activities, and the wording of this statement presents it as a county program.

The mean scores of both agents and specialists generally indicate specialists should have the major responsibility for providing the know how on each of the three program levels. One exception was that the agents would assign to themselves the major responsibility for providing know how on the commodity level, and the specialists would assign the major responsibility to themselves. This difference could possibly be explained by the fact that agents have used the commodity approach extensively for developing county programs. This experience then provides a basis for the agents assigning themselves the major responsibility. The specialists, on the other hand, may have based their responses on the traditional role of the specialist--that is, providing information.

The mean scores of both agents and specialists indicate that the agents have the best contacts to work on county strawberry programs on the practice and commodity levels, and that the specialists have the best contacts to work on a county strawberry program to improve markets.

The general pattern of role assignments is that the agents should have major responsibility for initiation and providing contacts for county strawberry programs on the practice and commodity level. The specialists should be assigned major responsibility for providing the know how on all three program levels and for initiating and providing contacts on the marketing level.

There is general agreement of agents and specialists on who should be assigned the major responsibility on these three program levels. On only two of the nine comparisons--initiation on marketing and know how on commodity programs--do the scores indicate differences in opinion. On only one of these is the difference very large.

There was little difference between the mean scores on either the agents or specialists on the three questions for the statements on the practice and commodity program levels. The scores were much higher on each of the three questions for both groups on the marketing statement than for the practice and commodity level. This indicates that neither the agents or specialists make much differentiation in assigning responsibility on practice or commodity program levels, but both groups recognize a sizable distinction between the marketing program level and the practice and commodity program levels.

B. Tourist Programs

Program Levels--Individuals, County, and Area.
(See Table III)

The three activity statements included in this program category are:

1. Work with individual tourist facilities operators of Needmore County to improve the services provided the tourist.
2. Work with the Needmore County Tourist Development Association to improve the services provided the tourist.
3. Work with the Area Tourist Council to improve the services provided the tourist.

In these statements, as for the first three statements on strawberry programs, the one variable is the clientele group the Extension worker would assist. While the tourist program in Eastern Kentucky isn't developed to the point the strawberry program is, these types of clientele groups do exist in the area. To some extent, Extension personnel has worked with each of these group types.

The mean scores of both the agents and specialists indicate that the agents should be assigned the major responsibility for initiation on the individual and county group level, and that the specialists should have major responsibility for initiating area tourist programs.

The major responsibility for providing the know how for working with all three groups should be assigned to the specialists as shown by the mean scores of both the agents and specialists. The extremely high mean scores of both groups indicates that the agents should have but little

TABLE III.--Mean scores of responsibility assigned by agents and specialists to the agents on the three questions concerning the activity statements on tourist programs on the individual, county, and area levels

Activity Statements	7. Work with individual tourist facilities operators of Needmore County to improve the services provided the tourist		8. Work with the Needmore County Development Association to improve the services provided the tourist		9. Work with the Area Tourist Council to improve the services provided the tourist	
	Agents	Specialists	Agents	Specialists	Agents	Specialists
	N = 29	N = 9	N = 29	N = 9	n = 29	N = 9
Initiation	1.68	2.11	2.68	2.11	3.96	4.44
Know How	4.20	4.22	4.17	4.22	4.41	4.55
Contacts	3.10	2.44	3.00	2.44	3.79	4.22

responsibility for providing the know how in these three areas.

There is a slight difference of opinion on who has the best contacts to work with the individual tourist operators and county tourist development groups. The agents' mean scores of 3.10 and 3.00 indicate that the agents and specialists, sharing equally, have the best contact. The specialists' mean scores indicate the agents have the best contacts. This difference in scores may be attributed to the agents' lack of experience working on tourist programs. Also, they have not developed leaders or support for this type program. The probable reason the specialists indicated the agents have the best contact to work with the individual and county groups is that the agents, living and working in the county, are considered to be in better position to have contacts with those in the county than would the specialists working a thirty-county area.

Both the agents and specialists agree, as shown by the mean scores, that the specialists have better contacts for working with area tourist groups.

The pattern of assigning the major responsibility for tourist program with the individual, county, and area groups is very similar to that for strawberry programs. Both agents and specialists tend to assign high responsibility to agents on initiation and contacts at the individual and county level, and low responsibility on the area level. Also, the agents are assigned low responsibility for providing know how on all three levels.

Comparisons of agents' and specialists' mean scores indicate a high degree of role consensus. In only two of the nine comparisons--providing contacts on individual and county levels--is there a difference of opinion on who should be assigned the major responsibility.

The mean scores indicate that neither agents nor specialists make much distinction between who should be responsible for work with individual tourist operators or county tourist groups. Except for the mean scores on who should be responsible for providing the know how, the scores on the area level are considerably higher than the mean scores on the individual and county levels. This would be expected because the agents' activities are primarily confined to one county, and the specialists work throughout the area. This would tend to divide responsibility as indicated.

Program Level--Practice, Commodity, and Marketing.
(See Table IV.)

The three activity statements in this program category are:

1. Work on a Needmore County program to improve the lawn and landscape of tourist facilities.
2. Work on a Needmore County program to train waitresses and service station attendants.
3. Work on a Needmore County program to promote and advertise the county's tourist attractions.

The first statement is on the practice level, with agricultural implications. The agents of Eastern Kentucky are often asked for advice on lawn care and landscaping

TABLE IV.--Mean scores of responsibility assigned by agents and specialists to the agents on the three questions concerning the activity statements on tourist programs on the practice, commodity, and area levels

Activity Statements	10. Work on a Needmore County Program to improve the lawn and landscape of tourist facilities		11. Work on a Needmore County Program to train waitresses and service station attendants		12. Work on a Needmore County Program to promote and advertise the county's tourist attractions	
	Agents	Specialists	Agents	Specialists	Agents	Specialists
	N = 29	N = 9	N = 29	N = 9	N = 29	N = 9
Initiation	1.86	1.55	2.62	1.66	2.89	2.44
Know How	2.72	3.22	3.79	4.44	3.96	4.33
Contacts	1.93	1.66	2.48	4.66	3.17	3.00

problems. Through experience and training, agents have developed a workable knowledge for dealing with this practice.

The second statement represents the commodity program level. The training of waitresses and service station attendants would include the consideration of several different practices such as courtesy and manners, knowing the tourist business of the county, understanding tourist needs, and developing a favorable attitude. Training programs of this type have been carried out in some of the counties in Eastern Kentucky. Extension has played a supporting role in these programs.

The third statement deals with promoting and advertising, which is a phase of marketing. Except for the work by some individual tourist facility operators and the Kentucky State government, little effort has been exerted to promote and advertise the tourist attractions of Eastern Kentucky. With the increasing recognition of the tourist business as a potential source of income for the area, county and area groups are becoming interested in this aspect of tourist development.

In each of these three statements, the county program is constant, and the variable is the program level.

The mean scores of both agents and specialists indicate that the agents should be assigned the major responsibility for initiating county tourist programs on all three program levels. This again, indicates that both agents and specialists agree that the former should be responsible for the initiation of county programs on both agricultural

and non-agricultural programs.

In general, the mean scores of agents and specialists indicate specialists should be assigned the major responsibility for providing the know how on all three levels. One exception is that the agents' scores indicate the agent should have the major responsibility for providing the know how for programs on lawn and landscape improvements. The agents' agricultural training and experience is the probable explanation for this.

Agents and specialists agree that the agents have the best contacts to work on a county program on the practice level, and that the specialists have the best contacts for county programs on the marketing program level. There is disagreement on who has the best contact to work on a waitress and service station attendants training program. The agents indicate they have the best contacts and the specialists indicate they have the best contacts. The difference between the agents' and specialists' mean scores on this question is greater than for any other question.

One possible explanation for this difference of opinion may be that each group considered a different group that would be contacted to conduct the training program. The agents may have considered the people that would be trained, and the specialists may have considered the resource people that are not Extension employees but who could be obtained to assist with the training. The specialists would probably have closer contact with these people than would the agents.

1

The assigning of responsibility for the tourist program levels follows the same general pattern as for the comparable strawberry program levels, although the pattern is not so concise. On both strawberry and tourist programs, the scores indicate the agents would be assigned major responsibility for initiation. The scores also indicate specialists should be assigned major responsibility for providing the know how on strawberry and tourist programs at all three levels. There is general agreement of both agents and specialists that the agents have the best contacts to work on tourist and strawberry county programs at the practice and commodity level, and that the specialists have the best contacts to work at the marketing level. However, the specialists' scores indicate the specialists have the best contacts on the tourist program at the commodity level.

Further comparisons of agents' and specialists' scores on the tourist and strawberry program statements at the practice, commodity, and marketing levels show that there is not so much distinction made between the marketing level and the practice and commodity levels on the tourist program as on the strawberry program. Also there is more distinction made between the commodity and practice program levels on tourist program than with the strawberry program.

This could be accounted for in two possible ways. First, the statements may not have been constructed to represent the three levels on tourist programs so effectively as the strawberry programs. Second, the scores may be an indication of lack of experience of both agents and specialists

on tourist programs. In this case, tourism roles would not have been defined to the extent that strawberry programs were where both groups have had more experience.

The scores of agents and specialists indicate a fairly high degree of role consensus on these program levels, even though the difference is very large on who has the best contacts for implementing waitress training schools.

C. Summary

A summary of the mean scores of agents and specialists on all twelve of the activity statements reveals both groups generally agree that:

1. The agents should have major responsibility for initiating both tourist and strawberry programs dealing with individual and county groups, and on the practice and commodity levels.
2. The specialists should have major responsibility for initiating area strawberry and tourist programs, and for strawberry marketing programs. The agents should have major responsibility for initiating programs to promote and advertise county tourist attractions.
3. The specialists should be assigned major responsibility for providing the know how for both strawberry and tourist programs on all program levels, and the agents' responsibility should be less on area and marketing program levels than on the practice-commodity and individual-county program levels.

4. The agents have the best contacts to work on strawberry and tourist programs on the individual and county levels, and on practice and commodity levels. The specialists have the best contacts to work on area and marketing program levels.

The comparison of mean responsibility scores of agents and specialists on the three questions on each of the twelve activity statements reveals a high degree of role consensus on the level of responsibility that should be assigned to the agents. Twenty-nine (29) of the thirty-six (36) agent-specialist score comparisons differ by less than .50. On only one comparison is the difference as great as 1.00. This would indicate that, as a group, the agents and specialists perceive their role and the role of the other position very much alike, which shows a high role consensus. But there is wide variation of responsibility scores of individual agents and specialists within the groups.

Comparison of Agents' and Specialists' Mean
Responsibility Scores on the Over-all
Responsibility Assigned for Initiation,
Know How, and Contacts in each
Program Category

In the previous section, mean scores were presented for each of the three activity statements, in each of the four program categories. For this section, the scores were combined to present an over-all responsibility mean score for each of the program categories on initiation, know how, and contact. These scores were obtained by determining the mean of the means for the (1) three questions on initiation, (2) three question on know how, and (3) three questions on

contacts in each of the four program categories for both agents and specialists. (See Table V.)

The purpose of combining scores this way was to obtain a measure of role consensus and role definition of agents and specialists on tourist and strawberry programs.

On the two strawberry program categories, clientele groups and program levels, both the agents' and specialists' mean scores indicate that: (1) agents should be assigned the major over-all responsibility for initiation, (2) agents have the best contacts, and (3) the specialists should be assigned the major over-all responsibility for providing the know how.

These responsibility assignments are what would be expected of the role relationship between county agents and the traditional Extension specialists located at the University. This tends to indicate that both agents and specialists perceive the role of the EKRDP specialists as similar to that of the traditional specialist's role on an agricultural program.

Mean scores of agents and specialists show agreement that the agents should have major over-all responsibility for initiation of tourist programs at all levels, and that the specialists should be assigned the major over-all responsibility for providing the know how on tourist programs at all levels.

In general, the scores indicate that the specialists would have the best contacts for tourist programs. There is one exception to this however. The agents' mean scores indicates that they have the best contact on tourist programs

TABLE V.--Mean scores of responsibility assigned by agents and specialists to agents for initiation, know how, and contacts on each of the four major program categories. Each mean score represents the mean of the means for the function question on the three program statements of each program category

Program Category	Respondents	Initiation	Know How	Contacts
Strawberry individual, county, and area program ¹	Agents N = 29	2.49	3.36	2.30
	Specialists N = 9	2.21	3.51	2.36
Strawberry program on the practice, commodity, and marketing levels ²	Agents	2.37	3.44	2.13
	Specialists	2.03	3.44	2.03
Tourist individual, county, and area programs ³	Agents	2.77	4.26	3.29
	Specialists	2.96	4.26	3.10
Tourist program on the practice, commodity, and marketing levels ⁴	Agents	2.45	3.49	2.52
	Specialists	1.88	3.99	3.10

¹ Activity statements 1, 2, and 3. ² Activity statements 4, 5, and 6.

³ Activity statements 7, 8, and 9. ⁴ Activity statements 10, 11, and 12.

on the practice, commodity, and marketing levels.

Using this combination on mean scores, there is a high degree of role consensus between agents and specialists. On only one comparison is there a disagreement on who should be assigned responsibility.

The mean scores of both groups tend to assign less responsibility to the agents on tourist programs than on strawberry programs. However, the agents strongly indicate that, as a group, they would accept responsibility in developing tourist programs. Considering the agricultural background of the agents and their very limited experience with tourist programs, this provides evidence that the agents, as a group, are accepting the broader role set forth in the Modified Extension Program of Eastern Kentucky.

Comparison of Over-all Responsibility Scores
of Agents and Specialists on Individual,
County, and Area Clientele Groups
and on Practice, Commodity, and
Marketing Program Levels

These mean scores indicates the over-all responsibility including initiation, know how, and contacts, for each of the activity statements. Here, again, the statements are divided into the four program categories used previously. The scores were obtained for both agents and specialists by determining the means of the three mean scores on the initiation, know how, and contact questions for each of the twelve activity statements. These mean scores will provide information on how agents and specialists would tend to assign responsibility on different program levels. Comparison

can be made between agents' and specialists' mean scores, and between mean scores on strawberry and tourist programs.

(See Table VI.)

The mean scores on the individual, county and area levels, show that agents' and specialists' agree that the over-all major responsibility in strawberry work be assigned to the agents on the individual and county group levels, and that the specialists should have the over-all major responsibility on the area level.

On tourist programs at the individual, county, and area levels, agents and specialists agree that agents should have major responsibility at the individual level, and that the specialists should have major responsibility at the area group levels. Both indicate they should share almost equally on the county program levels.

A comparison of scores of both agents and specialists show that the agents should be assigned less responsibility at each program level on tourist programs than on strawberry programs. This would be expected because of the traditional agricultural role of county agents, and their lack of experience on tourist programs.

The mean scores of both groups show little difference between individual and county levels for either strawberry or tourist programs. The mean scores on the area level are much larger than those on the individual or county levels. This indicates the agents should have high and practically equal responsibility at the individual and county levels on either strawberry or tourist programs, but should have a

TABLE VI.--Mean scores of responsibility assigned by agents and specialists to agents on tourist and strawberry programs on the individual, county, and area program levels and the practice, commodity, and marketing program levels. These mean scores are a means of the three function questions on each of the twelve activity statements

Program Categories	Respondents	Individual	County	Area
Strawberry programs on individual, county,* and area program level	Agents Specialists	2.12 1.99	2.20 2.25	3.83 3.85
Tourist program on individual, county, and area program levels	Agents Specialists	2.99 2.92	3.28 3.00	4.05 4.40
Strawberry program on practice, commodity, and marketing levels	Agents Specialists	2.09 2.07	1.83 1.99	4.03 3.44
Tourist program on practice, commodity,* and marketing levels	Agents Specialists	2.17 2.14	2.96 3.58	3.34 3.25

*Combination of initiation, know how, and contact scores for each activity statement.

low level of responsibility at the area level.

On tourist programs, the mean scores of both agents and specialists show that the agents should be assigned the major responsibility for marketing types of programs. On the commodity level, there is slight difference of opinion between agents and specialists on who should have the major responsibility. Agents feel that they should have the over-all major responsibility, and the specialists indicate they should. This difference can be attributed to the wide difference of mean scores of the two groups on the contact question, as shown in the previous section.

The mean scores of both agents and specialists indicate little difference between responsibility on practice or commodity level on strawberry programs. There is a wide difference of mean scores between responsibility on area and the commodity levels. On tourist programs, there is more difference between scores on the individual and county levels.

The relative low scores on the marketing level of tourist programs can probably be attributed to two factors. First, it is stated as a county program. Second, it was probably recognized as an organizational problem rather than a technical one. Each of these factors would tend to increase the degree of agents' responsibility.

The scores in these comparisons tend to show a high degree of role consensus of agents and specialists. On only one comparison is there a difference of who should have the over-all major responsibility.

Summary

As a summary to the first part of this chapter, the first three hypotheses listed in Chapter I will be considered in relation to the data that have been presented. To do this, it will be necessary to make the assumption that the strawberry program would be a fair representation of other agricultural programs, and that the tourist program was a fair representation of other non-agricultural programs on which Extension may work.

Hypothesis I: There is a high degree of role consensus between the county agents and the EKRDP specialists on these three points: (1) that the county agents should have major responsibility for initiation of both agricultural and non-agricultural programs; (2) that the specialists should have major responsibility for providing the know how in conducting both agricultural and non-agricultural programs; and (3) that the county agents have the best contacts to work on both agricultural and non-agricultural programs.

The data in Table V strongly support the first part of the hypothesis. The scores of both agents and specialists indicate agents should have major responsibility for initiating both strawberry and tourist programs. However, the data presented in Tables I, II, III, and IV show that on the strawberry program at the area and marketing levels and the tourist program at the area level, the specialists should have major responsibility for initiation.

The scores of agents and specialists support the second part of this hypothesis as to the over-all major

responsibility for providing the know how. However, on three of the program levels, the agents indicated that they should have major responsibility for providing the know how.

The over-all scores do not support the third part of the hypothesis. Both the agents and specialists indicate that the agents have the best contacts to work on strawberry programs, but that the specialists have the best contacts to work on tourist programs. The scores on the program statements tend to indicate that agents have the best contacts to work on strawberry programs at the individual and county group levels and on the practice and commodity levels, and that the specialists have the best contacts to work on the area and marketing program levels. Both the agents and specialists tend to agree, as indicated by their mean scores that the specialists have the best contacts on all levels of the tourist program--except the practice level.

There is less role consensus on who has the best contacts than on the other two function questions.

The data generally support Hypothesis I on the over-all responsibility of agents and specialists for initiation and providing the know how, but do not support that part relevant to contacts.

Hypothesis II: There is a high degree of role consensus between county agents and EKRDP specialists that county agents should have a higher level of responsibility for both agricultural and non-agricultural programs on the individual, county, practice, and commodity program levels than on area

and marketing program levels.

The data presented in Table VI strongly support this hypothesis. On both strawberry and tourist programs, the mean scores of the agents and specialists are considerably lower on the individual and county program levels than on the area program level. This indicates a higher level of agents' responsibility on the individual and county program levels.

On the strawberry program, both the agents' and specialists' scores were considerably higher on the marketing program level than on the practice or commodity level. On the tourist program, the same pattern is shown, except that the specialists' mean scores are higher on the commodity program level than on the marketing program level. With this one exception, the data support the hypothesis.

Hypothesis II, from the over-all mean scores of agents and specialists, can be accepted, with the one exception.

Hypothesis III: There is a high degree of role consensus between the county agents and EKRDP specialists that the county agents should have a higher level of responsibility for agricultural programs than for non-agricultural programs.

The over-all mean scores of agents and specialists support the hypothesis. The agents' total mean score on all questions on the strawberry programs is 2.67. For the specialists, the total mean score is 2.59. For all questions

on the tourist program, the agents' mean score is 3.22. The specialists' mean score is 3.21. These indicate that the agents should have a higher level of responsibility for agricultural programs than for non-agricultural programs.

The mean scores of both agents and specialists on the marketing program level, however, indicate that the agent should have more responsibility on the tourist program marketing level than on the strawberry program marketing level.

Recognizing that there is an exception on one program level, Hypothesis III can be accepted.

The data that have been presented in these sections indicate a high degree of role consensus between the agents and specialists as groups. This would indicate that there should not be any conflict between the two groups. On the other hand, there is wide variation between individual responses, which would indicate possible conflict between individual agents and specialists.

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FINDINGS: PART II

In Part I, comparisons were made between the mean scores of agents and specialists. Part II will deal with the relationship between the nature of responsibility assigned by the agents and different social factors of the agents, and factors relating to the situation of the counties in which the agents work.

The nature of responsibility refers to the agent's indication of whether the agents should be individually responsible, or have joint responsibility with specialists. Low mean scores indicate individual responsibility. High mean scores indicate joint responsibility.

Five variables were chosen for this part of the study. Each has a special bearing on the Extension program in Eastern Kentucky.

1. The amount of change made in the county programs is the key variable, because change from traditional to total resource development programs is the objective of the Modified Extension Program. This will provide information on role definition of agents in situations of varying amount of change.
2. As agents become involved in activities other than those in which they have been trained, there would probably be a felt need for additional training. This training can be obtained in several ways. For this study, it was decided to use recent advanced degree work. Role definitions of those agents that have taken additional course work in the last five

years will be compared with those who have not. This is a comparison of agents who have expressed a need for additional training by obtaining advance schooling, with those that have not expressed the need in this manner, rather than the comparisons of formal educational attainment.

3. Of those agents who have returned to school, some have taken agricultural courses, and others, the social sciences. The scores of these two groups of agents are compared on the basis of their role definition responses.
4. Agents' years of Extension experience was included to determine what effect, if any, the years of experience had on the agents' role definition.
5. The counties of Eastern Kentucky vary in agricultural resources. The agricultural potential of the counties will be compared with the role definition of the agents.

The purpose of the remainder of this chapter will be to determine what effect, if any, these variables have on role definition of the agents. The last four hypotheses stated in Chapter I will be considered, since they relate to these variables.

In each of the following sections, the agents' mean scores on the individual and county activity statements were combined to obtain the over-all responsibility mean score. This score is then compared with the over-all responsibility

mean score on the area activity statement. The mean scores for the practice and commodity statements are also combined to obtain an over-all responsibility mean score, which is compared with the mean scores on the marketing activity statements.

These scores are the means of the mean scores on the initiation, know how, and contact question for each activity statement or statements, as indicated.

This combining of agents' responsibility mean scores on both the individual and county activity statements and on the practice and commodity activity statements can be justified because of the finding presented in Part I of this chapter. The agents indicated that they should be assigned nearly equal responsibility on the individual and county activity level, and on the practice and commodity activity level.

An additional reason for these combinations is that traditionally the county agents have had a high level of responsibility for programs and on the individual and county group programs and on the practice and commodity level programs, and a low level of responsibility for area and marketing programs. These comparisons, therefore, will provide some information on how the agents would tend to assign responsibility for activities traditionally the responsibility of agents and on activities in which agents do not usually have major responsibility.

Supervisors' Rating of County Programs on the
Amount of Change That Has Been Made
During the Last Three Years

The major objective of the Modified Extension Program in Eastern Kentucky is to change the program from one in which agriculture is the basic consideration to one that would consider the total resources, both human and physical. This new program emphasis had been in operation two years at the time the data were obtained for this study.

Based on the assumption that not all agents will make the same rate of change, the following hypothesis was advanced:

Hypothesis IV: Those agents whose programs are rated to have made the greatest amount of change from traditional Extension to resource development programs, will define their role as indicating a higher level of individual responsibility than those agents whose programs are rated to have made the least change. The greatest difference will be on the non-agricultural and area programs.

To obtain a measure of the amount of change in each of the county programs, the two District Supervisors with responsibility in the area were asked to rate the county programs in each of their districts. The District Supervisors were selected to provide this information because of their close contact and familiarity with each of the counties. No other Extension personnel has this degree of contact with all the counties. Another advantage of having the Supervisors make this rating is that they are continually evaluating county programs and would be familiar with this task.

The Supervisors were given the following instructions:

"Rate the county programs in your district on the amount of change that has been made in the last three years, from a traditional Extension program toward total resource development, using the following five-point continuum from no change to significant change." (See Appendix E.)

The purpose of having the county programs rated on the amount of change was to determine if those agents whose county programs had made the most change would indicate, by their responses, either more or less individual responsibility for non-agricultural and area programs, than those agents in counties where the program was rated to have made the least change.

The District Supervisors, using the five-point scale, rated one program 1, five programs 2, sixteen programs 3, four programs 4, and three programs 5. The higher the rating, the larger the amount of change. For comparison purposes, the mean scores of agents from counties rated 1 and 2 (low change) are combined and compared with the combined mean scores of agents from counties rated 4 and 5 (high change.) The mean scores of agents from counties rated 3 are not included in this comparison, because the main objective here is to compare scores of agents in situations of high and low-change county programs.

The high-change agents generally indicate a higher level of agents' individual responsibility than do the low-change agents. (See Table VII.)

TABLE VII.--Mean scores, indicating nature of responsibility, of agents located in counties rated high change and low change by District Supervisors, for the four program categories *

Program Categories	Activity Statements	High Change N = 7	Low Change N = 6
Strawberry Program Groups: Individual, County, and Area Programs	1. Individual and	2.03	2.27
	2. County		
	3. Area	3.71	4.44
Strawberry Program Levels: Practice, Commodity, and Marketing	4. Practice and	2.37	2.24
	5. Commodity		
	6. Marketing	3.99	3.83
Tourist Program Groups: Individual, County, and Area	7. Individual and	2.71	3.72
	8. County		
	9. Area	3.66	4.10
Tourist Program Levels: Practice, Commodity, and Marketing	10. Practice and	2.45	2.33
	11. Commodity		
	12. Marketing	2.85	3.55

* Low scores indicate high level of individual responsibility assigned to agents. High scores indicate high level of joint responsibility between agents and specialists. In Tables VII - XI, mean scores indicate this relationship.

The mean scores of both high-change and low-change agents indicate the agents should have the same level of individual responsibility on the strawberry program activities, except on the area level. At this area level, the high-change agents' scores indicated the agents should have a higher level of individual responsibility than that indicated by the low-change agents.

On the individual-county, and area tourist program statements, the high-change agents tend to assign a higher level of individual responsibility to the agent than did the low-change agents. On the practice-commodity tourist program statements, there is little difference in scores. On the tourist marketing statement, the high-change agents again indicated a higher level of agents' individual responsibility than did the low-change agents.

The high-change agents tend to assign agents a higher level of individual responsibility on the tourist program activities and on area strawberry programs than do the low-change agents. Both tend to assign the same level of responsibility to agents on the other strawberry program activity statements. This suggests that those agents who received high change ratings are those who assign themselves greater individual responsibility on the non-agricultural activities than agents receiving low-change ratings.

These findings were expected. If an agent changes a program from a traditional Extension program to a total resource development program, it would be necessary for that agent to assume a higher level of individual responsibility

on the non-agricultural program activities and area programs than if the agent's program made but little change.

These findings support the hypothesis that the high-change agents would indicate a higher level of agent's individual responsibility than would the low-change agents, especially on the non-agricultural and area programs.

However, there are two limitations to using this rating of amount of change in county programs as a basis of classifying agents. First, it is possible for an agent to attempt to change the county program toward total resource development but for the leadership of the county to resist this change for one reason or another. In this kind of situation, the agent would probably respond as an agent in a high-change situation, but would be placed in the low-change group.

Secondly, the reverse could also be true. The agents could resist changing the program, while the leadership highly favors considering the total resources in program development. In this situation, the program may be rated high-change, but the agent would respond as a low-change agent.

Even with these two possible limitations of the rating procedure, the responses strongly support the hypothesis.

The Relationship between Recent Advanced Schooling
and Mean Responsibility Scores of the Agents

Professional improvement of county agents is of concern to the Extension Administration and to the county agents themselves. While there are several methods available to agents for professional improvement, attending formal classes, either special courses or a program for an advanced degree, is usually recommended for every agent. Advanced schooling is a means whereby an agent can maintain competency in technical fields, improve skills for working with individuals and organizations, and broaden horizons. The Modified Extension Program requires that the agents be highly competent not only in technical agriculture but as leaders in community and resource development programs.

Fourteen of the twenty-nine agents in Eastern Kentucky have taken advanced schooling during the last five years. The extent of the course work ranged from one extension course to completed master's programs. Five of the agents had taken agricultural courses, and nine had taken non-agricultural courses--primarily Extension education and social science courses.

The following hypothesis was established relative to the agents' recent activity in advance schooling.

Hypothesis V: There is a direct relationship between recent schooling and the degree of individual responsibility indicated by the agents. Those agents who have recently had additional schooling will indicate a higher degree of individual responsibility than will those agents who have not had additional schooling.

The mean responsibility scores of those agents who had not attended any formal classes in the last five years indicate that the agents should have a higher level of individual responsibility than do the mean scores of agents who have attended formal classes. (See Table VIII.)

On the strawberry program statements, both groups of agents indicate they would assign the same level of responsibility to the agents, except that on the area level those agents without recent schooling would assign more individual responsibility to the agents than would those agents who have had recent courses.

On the tourist program, those agents who have not recently had advanced schooling indicate a higher level of agents' responsibility at all program levels, except on marketing where scores are nearly equal, than do those agents who have had additional schooling.

The responses of the agents indicate that those agents who have not attended formal classes recently would be willing to assume more individual responsibility than those agents that have had recent course work. This is directly opposite of what was expected. Therefore, the hypothesis is not supported.

The data obtained in this study do not make it possible to determine why those agents that have not recently had advanced schooling would assign more individual responsibility to the agents than would those who have taken additional course work. One possible explanation for this difference is that those agents who accept a high degree of

TABLE VIII.--Mean scores, indicating nature of responsibility, of agents who have and have not taken additional schooling in the last five years, on the activity statements for each of the four program categories

Program Categories	Activity Statements	Schooling N = 14	No schooling N = 15
Strawberry Program Group: Individual, County and Area	1. Individual and	2.26	2.08
	2. County		
	3. Area	4.11	3.55
Strawberry Program Levels: Practice, Commodity, and Marketing	4. Practice and	2.19	2.03
	5. Commodity		
	6. Marketing	4.09	3.90
Tourist Program Groups: Individual, County, and Area	7. Individual and	3.51	3.07
	8. County		
	9. Area	4.42	3.70
Tourist Program Levels: Practice, Commodity, and Marketing	10. Practice and	2.79	2.36
	11. Commodity		
	12. Marketing	3.33	3.35

individual responsibility for both agricultural and non-agricultural activities become highly involved and do not believe they should take time away from their jobs to return to school. This reason was given by one of the agents.

Another possible explanation is that the agents who have had additional course work view the resource development program as a broad, complex program requiring Extension workers highly trianed in the subject matter field. This would tend to indicate the agents should have joint responsibility with the specialists.

Another consideration that may further explain the difference in agents' scores is that those agents who indicate they would assume a high level of individual responsibility have been more successful in making the desired change in the county programs, and have not felt the need to return to school. On the other hand, the agents who indicate they would not assume so high a level of individual responsibility may not be so successful in changing the program and return to school to improve their effectiveness.

It is impossible to determine from the data obtained what effect, if any, these theories had on the agents responses. They do suggest the need of further studies on the effect of advanced schooling on agents role description.

The mean scores of the nine agents who completed non-agricultural courses were compared with the mean scores of the five agents enrolled in agricultural courses. The data are shown in Table IX. The agents who had taken non-agricultural courses indicate that the agent should have a slightly higher

TABLE IX.--Scores, indicating nature of responsibility, of agents who have taken agricultural courses and those who have taken non-agricultural courses, on the program statements in each of the four program categories

Program Categories	Activity Statement	Agriculture N = 5	Non-Agriculture N = 9
Strawberry Program Groups: Individual, County, and Area	1. Individual and 2. County	2.53	2.17
	3. Area	4.13	4.11
Strawberry Program Levels: Practice, Commodity and Marketing	4. Practice and 5. Commodity	2.49	2.01
	6. Marketing	4.53	3.77
Tourist Program Groups: Individual, County, and Area	7. Individual and 8. County	3.43	3.57
	9. Area	4.20	4.55
Tourist Program Levels: Practice, Commodity, and Marketing	10. Practice and 11. Commodity	2.79	2.78
	12. Marketing	3.36	3.26

level of individual responsibility for strawberry program activities than did the agents who had taken agricultural courses. On the tourist program, the agents taking the non-agricultural courses indicate less agent individual responsibility on the individual-county and area level, and a higher level on the practice-commodity and marketing level, than the agents who had taken agricultural courses.

While there is a slight tendency for the agents who have taken non-agricultural courses to indicate the agent should have a higher level of individual responsibility than the agents that have taken agricultural courses, there is not sufficient evidence to determine any possible effect of the type of courses on the role definition of agents.

The Effect of Years of Extension Experience on
the Agents' Mean Responsibility Scores

The traditional county Extension program of Eastern Kentucky was an agricultural program, approached primarily on the county basis. The Modified Extension Program emphasizes a total resource program approached on a county and area basis.

Those agents with the most years of experience with the traditional Extension program would have a relative greater change to make in their methods of operation than the agents with fewer years of Extension experience, to change from a traditional Extension program to a total resource development program. In this section, the mean scores of agents with the most years of experience will be compared with mean scores of the agents with the least years of experience.

The hypothesis established for this variable is stated below.

Hypothesis VI: There is a direct relationship between years of Extension experience and agent's role definition on nature of responsibility. Agents with the most experience will indicate less willingness to assume individual responsibility for non-agricultural programs and for agricultural area programs than will those agents with the least years of experience.

Information obtained on the years of Extension experience of the agents showed that three had fewer than five years, thirteen had between five and ten years, six had between ten and fifteen years, and seven had fifteen or more years of experience. The responses of those with fewer than ten years of experience are compared with those having ten or more years of experience. (See Table X.)

The mean scores show that the agents with the most experience indicate the agent should be assigned a higher level of individual responsibility for strawberry programs at the individual-county level, and at the practice-commodity level, than that indicated by those agents with less experience. The agents with less experience indicate agents should have a higher level of individual responsibility for strawberry programs on the area and marketing levels, and for tourist programs at all levels.

Thus agents with more experience would tend to assume less individual responsibility for non-agricultural programs

TABLE X.--Mean scores, indicating nature of responsibility of agents with nine or less and agents with ten or more years of Extension experience, on the activity statements in each of the four program categories

Program Categories	Activity Statements	0-9 years experience N = 16	10 and more years experience N = 13
Strawberry Program Groups: Individual, County, and Area	1. Individual and County	2.26	2.01
	2. County		
	3. Area	3.74	4.09
Strawberry Program Levels: Practice, Commodity, and Marketing	4. Practice and Commodity	2.21	1.79
	5. Commodity		
	6. Marketing	3.93	4.07
Tourist Program Groups: Individual, County, and Area	7. Individual and County	2.98	3.66
	8. County		
	9. Area	3.70	4.48
Tourist Program Levels: Practice, Commodity, and Marketing	10. Practice and Commodity	2.31	2.89
	11. Commodity		
	12. Marketing	3.03	3.71

and agricultural programs on the area level than would the agents with fewer years' experience. These findings are as expected. Agents with more experience working on the traditional Extension approach would be less likely to assume as much individual responsibility for the non-agricultural programs or for area agricultural programs.

This evidence supports the hypothesis and the author would accept it, based on this evidence.

The Relationship Between the Agricultural Potential
of the Counties and the Mean Responsibility
Scores of the Agents

The bases of determining the agricultural potential of the counties included in this study was a report of a committee of Extension Specialists in which the agricultural potential of each of the counties was rated. The counties were placed into five classifications. Nine counties were rated as having high agricultural potential, and twelve counties were rated as having low agricultural potential. The nine remaining counties, rated as neither high nor low, were not included in this section because the main objective here is to compare the scores of agents in counties of high and low agricultural potential.

The hypothesis established concerning the agricultural potential variables is stated below.

Hypothesis VII: There is a direct relationship between the agricultural potential of the county and the agent's role definition of the nature of the agent's responsibility. Agents located in counties with the least agricultural potential

will indicate a higher level of individual responsibility for non-agricultural programs than will those agents located in counties with the most agricultural potential.

This relationship is expected because the agents in the counties with little agricultural potential would probably recognize that resources other than agriculture must be developed to improve the county, and would be willing to accept a higher level of responsibility for the non-agricultural programs. Agents in counties with high agricultural potential would probably first consider developing the agricultural potential before considering the non-agricultural programs, and would indicate a higher level of individual responsibility to agricultural than non-agricultural programs.

The mean scores of agents in the low agricultural potential counties tend to indicate that agents should have a slightly higher level of individual responsibility for both strawberry and tourist programs than do the agents in the high agricultural potential counties. (See Table XI.)

While there is a slight difference in scores, there is neither sufficient difference nor any pattern of differences to make any generalities that the agricultural potential of the counties affect the role perception of agents on either agricultural or non-agricultural programs.

Therefore, the evidence provided in this study is not sufficient to accept the hypothesis, although there is some evidence to support it.

TABLE XI.--Mean scores, indicating nature of responsibility, of agents working in counties with high and low agricultural potential, on the program activity statements in each of the four program categories

Program Categories	Activity Statements	High Agricultural Potential N = 9	Low Agricultural Potential N = 12
Strawberry Program Groups: Individual, County, and Area	1. Individual and County	2.18	2.08
	2. County		
	3. Area	3.85	3.74
Strawberry Program Levels: Practice, Commodity, and Marketing	4. Practice and Commodity	2.03	2.00
	5. Commodity		
	6. Marketing	4.36	3.77
Tourist Program Groups: Individual, County, and Area	7. Individual and County	3.22	3.31
	8. County		
	9. Area	4.40	3.77
Tourist Program Levels: Practice, Commodity, and Marketing	10. Practice and Commodity	2.48	2.16
	11. Commodity		
	12. Marketing	3.22	3.30

Summary

To summarize Part II of this chapter, the indicated nature of agents' responsibility will be considered in relation to each of the five variables.

Rate of Change

Those agents in the high-change counties indicated the agents should have a higher level of individual responsibility than did the agents in the low-change counties. This was true to a greater extent on the tourist program statements than on the strawberry program statements. This suggests that if a county agent is to be most successful in changing from a traditional agricultural Extension program to a broader resource development program, he must be willing to accept a high level of individual responsibility.

Education

The comparison of scores of those agents who returned to school with those who did not in the last five years show that those who did not indicated the agent should have a higher level of individual responsibility than did agents who did go back to school. This was true to a greater extent on the tourist program statements than on the strawberry program statements.

The agents who have not returned to school, and the agents located in the high-change counties, both indicate a similar pattern of agent responsibility. It would probably be incorrect to conclude that those agents who return to school would accept less individual responsibility, thereby having less success in changing the program in the direction

of total resource development. A more probable explanation would be that those agents who have been most successful in making the desired change in the county program would be less likely to return to school because of the heavy work load and/or because they do not feel the need to do so at this time.

Agricultural vs. Non-Agricultural Advanced Work

Of those agents who had returned to school, those who had taken non-agricultural courses indicated a slightly higher level of agent individual responsibility than did those that had taken agricultural courses. No conclusion can be drawn from this because of the slight difference, and there was no pattern shown in the responsibility scores.

Years of Experience

The relationship between years of Extension experience and the indicated nature of agent responsibility shows a very definite pattern. Those agents with the most years in Extension indicated a higher level of agent individual responsibility for county agricultural programs than did the agent with less experience. For area agricultural and non-agricultural programs, the agents with the less experience indicated that a higher level of individual responsibility should be assigned to the agents than did the agents with the most Extension experience.

Agricultural Resources

The data show that the agricultural potential of the county has but little effect on the agent's perception of his responsibility. Those agents in counties with low agricultural potential did indicate a slightly higher level of agent individual responsibility than did the agents in counties with high agricultural potential, but not enough difference was shown to draw any conclusions.

These data provide some information on how agents as a group would be expected to react in a given situation, but for any given agent, this would not necessarily hold true. The scores of individuals varied widely, indicating each agent shows a high degree of individuality in deciding the nature of responsibility he should have for each situation.

CHAPTER V

CONCLUSIONS

This chapter will include a brief summary of the findings of the study, and the implications and conclusions that can be derived from the findings. This writer also would like to express some of the limitations that became apparent in studying the data, and to list some of the additional study areas suggested by this study.

Summary of Findings

As groups, the agents and specialists showed a high degree of role consensus on the level of agents' responsibility. Individually, agents and specialists showed a wide variation. For the purposes of this study, mean scores of the two groups were compared to obtain a measure of role consensus. Those agents and specialists who showed a wide variation in mean scores were not treated separately. Their scores were included in the mean score for the groups.

There was a high degree of role consensus between the agents and specialists on the following:

1. The agents should have a higher level of responsibility on the strawberry program than on the tourist program. This is as expected because agents traditionally have not been highly involved in tourist activities. However, both groups indicated that the agents should

have a fairly high level of responsibility on tourist programs at the county level and for initiation of tourist activities. This shows that the agents would accept responsibility on the non-agricultural programs in the counties. This further provides evidence that the agents are to a degree accepting the objectives of the Modified Extension Program for Eastern Kentucky.

2. The agents should have a higher level of responsibility for activities that deal with individuals and county groups than for area groups. There was little difference in the level of responsibility that either group assigned to agents on the individual and county activity levels. Since agents are assigned to a particular county, and specialists are assigned to all the counties in the area, this lower level of agent responsibility for area activities is as would be expected.
3. The agents should have a higher level of responsibility for county programs on the practice and commodity levels than on the marketing level. This would indicate a recognition by both groups that the agents do not have the same background for developing marketing programs that they have for practice and commodity level programs.
4. The agents should have a higher level of responsibility for initiating and providing the know how to

implement a program activity. The specialist's role has traditionally been that of providing the information for Extension programs. This role is reflected in the responses of both the agents and specialists.

The pattern of the indicated relationship between the Eastern Kentucky agents and specialists responsibilities are similar to what would be expected between agents and the specialists located at the University. This would indicate that the specialists in Eastern Kentucky, though they have a broad responsibility in program development, tend to perceive their role very similar to that of the traditional Extension specialist--just as the agents do.

The relationship between five independent variables and the agents' indicated nature of responsibility were considered in this study. The variables were: (1) amount of change in county programs; (2) agent's participation in recent advance schooling; (3) agent's years of Extension experience; and (4) the agricultural potential of the county. The nature of responsibility refers to the agent having individual responsibility versus joint responsibility of agents and specialists.

The agents working in counties rated to have made the most change from a traditional Extension program toward a total resource development program indicated that the agent should have a higher level of individual responsibility than did the agents in counties rated to have made the least

amount of change. Agents in low-change counties indicated a higher degree of joint responsibility of the agent and specialist. This provides evidence that, to change a county program toward total resource development, the agent would have to assume a high level of individual responsibility.

The possibility exists that the major factor considered by the Supervisors in rating the amount of change in county programs was the agent's initiative in assuming individual responsibility for implementing a program. If this were true, then it would follow that the agents indicating a high degree of individual responsibility would have their programs rated as having made the most change.

This possibility can be discounted because the Supervisors were asked to rate county programs on basis of change from traditional to total resource development. With these directions, it would be difficult for a Supervisor to make a rating on the basis of an individual agent taking the initiative in carrying out the county program. While this possibility does exist, the author is inclined to discount it because of the general pattern of agents' scores. In addition, personal observations give little or no support to this interpretation.

The most surprising relationship in this study was between the scores of agents who had taken additional school work in the last five years and of those who had not. Those agents who had not taken additional schooling indicated the agents should have a higher level of individual responsibility than did the agents who had additional schooling. Comparing

this relationship with the variable on rate of change in county programs, those agents whose programs were rated to have made the greatest amount of change, and those agents who have not returned to school recently, indicated the agent should have a higher level of individual responsibility than did their counterparts. This is surprising, because advanced schooling of agents is usually associated with the preparation of an agent to improve the county program. This study does not disprove this idea, but it does indicate that additional studies are needed to determine the relationship between advanced schooling and agents' role descriptions.

These findings can be rationalized by considering that advanced course work gives the agents a broad understanding of the many factors to consider in developing a program, whether it be an agricultural or a non-agricultural program. If this is true, then this type of agent would tend to request assistance from others to assist with his program development.

This then suggests another question. What should be the objective of advanced schooling for an agent? Should it be to develop an agent who has a broad understanding of program development and who is a generalist in many fields, or one who has the technical training in the fields pertinent to the county situation so that he can take the individual responsibility to develop the county program?

The answer to this question is beyond the scope of this study, and no attempt will be made to suggest an answer. However, the data obtained in this study suggest that the

question should be studied, considering the role of the agent in future program development.

A comparison of scores of agents who had taken agricultural courses with those who had taken non-agricultural courses provides evidence that the subject matter of the courses had little effect on the agent's role definition.

The study showed that there was a considerable difference between scores of agents with varying amount of Extension experience. Those agents with the most years of experience indicated higher individual responsibility for agricultural programs on the county level. They also felt a higher level of joint responsibility with the specialists for area agricultural programs and non-agricultural programs than did the agents with fewer years of experience. This suggests that the agents with fewer years of experience would probably assume more individual responsibility for those programs broader in scope than the traditional Extension program than would those agents with the most experience.

The agricultural potential of the county did not prove to be a factor in role definition of the agents. Agents in counties with low and high agricultural potential both tended to assign the agent the same level of individual responsibility of agricultural and non-agricultural programs.

Conclusions and Implications

This study was designed to provide information on role consensus between agents and specialists of Eastern Kentucky and on the relationship of five independent variables to the agents' role definition. The study was designed for the unique situation in Eastern Kentucky. To better meet the needs of the area, two new programs have been started: the Modified Extension Program and the Eastern Kentucky Resource Development Program. The Modified Extension Program is an effort to broaden the scope of traditional Extension work there to include the development of the human and physical resources of the area. The EKRDP consists of a staff of Extension specialists placed in the area to assist in the development work. These specialists were given the responsibility of providing leadership and technical information for development in Eastern Kentucky.

The data for this study were collected two years after these programs were started. During this time, agents and specialists alike were becoming familiar with their new roles and the roles of each other.

The responses of agents and specialists showed a high degree of role consensus, as groups. This would indicate that both groups have developed a similar pattern of role definition for themselves and for the other position. The general pattern is that the agents should have major responsibility for both county agricultural and non-agricultural programs and that the specialists would have major responsibility for programs that would be developed on

an area basis. The agents generally would have major responsibility for initiation and providing the contacts, and the specialists would have major responsibility for providing the know how. The agents would have a higher level of individual responsibility for agricultural programs than for non-agricultural programs.

These general patterns of responsibility hold true only for the agents and specialists when considered as groups. Scores of individual agents and specialists varied considerably from the mean. This would indicate individual agents and specialists may define their role and the role of those in the other position quite different than did the group. This could lead to unsatisfactory working relationships between individuals.

The agents of counties rated by the District Supervisor to have made the greatest amount of change, and agents who had not taken additional schooling in the last five years, indicated that agents should have a higher level of individual responsibility than did the agents in counties rated to have made the least change, and the agents who have taken additional course work, respectively. This tends to show that to make the greatest change in a county program an agent should accept individual responsibility for the county program, and that agents who have chosen to receive addition schooling would tend to seek more joint responsibility with the specialists rather than assuming so much individual responsibility.

This suggests an important question- which of these types of responsibilities will result in the greatest return

over a longer period of time? The findings of this study, which rated agent change activities over a three-year period, indicated that the agents who assume a high level of individual responsibility would probably change the program the fastest. If other studies, measuring the rate of program change and effectiveness of this change for longer periods of time, would support the findings here, this would be valuable as an aid in selecting agents for county positions.

Agents with fewer than ten years of experience, working on the traditional agricultural Extension program indicate they would assume more individual responsibility for non-agricultural programs and area agricultural programs than would agents with ten or more years of experience. This tends to show that the agent with most experience would rely more upon the specialist for those programs in which he has had but little experience than would the agent with less experience.

In these findings, conclusions were based on agents as groups. The individual scores of agents lost their identity. Therefore, the findings do not imply that any individual would respond exactly like any particular group. It would be incorrect to assume that, because an individual had a certain characteristic, he responded as did the group with this characteristic. The data show that different groups of agents tend to respond in a certain manner. Each individual should be considered separately in determining the way he would or does perform his role.

Limitations of the Study

In analyzing the responses of the agents and specialists, there was evidence of a few limitations in the instrument. Should the method used in this study prove to be useful in other studies, these limitations will be discussed so that others would not make the same mistake.

One of the possible answers to each of the questions was: "Others, not Extension." This response generally indicated that a certain activity was not the responsibility of Extension and that others should be responsible. Some of the agents, however, selected this answer to questions on strawberry activity statements. In these cases, the interpretation of "Others, not Extension" was probably that local Extension leaders would be responsible for the activity. This has an entirely different meaning than the more general interpretations of the responses. While the number of responses involved was small, this could have been avoided by re-wording the statement.

The greatest difference in mean scores between agents and specialists was on the question of who has the best contacts to work on a county tourist program to train waitresses and service station attendants. This difference can probably be accounted for by the interpretation of who would be contacted. The agents probably considered the contacts necessary to interest participants. The specialists probably considered contacts that would be made in obtaining instructors for the training meetings. Assuming the variation in scores was because of different interpretations, this

question then would be of little value.

The three activity statements on tourist programs at the practice, commodity, and marketing levels, probably do not represent those levels so clearly as do the activity statements on the strawberry programs. This could possibly be avoided by selecting a different type of program level or the selection of other statements to represent these program levels.

The author feels that these limitations are not serious and that the data obtained in this study were very satisfactory for the purposes of the study. With modification, the instrument could be used to measure role consensus in other Extension programs, and possibly other organizations.

Recommendations for Further Studies

This study has measured agents' and specialists' responses on what they believe should be the role of both positions. These responses indicate high role consensus. An interesting and valuable study would be to determine how agents and specialists actually perform their roles. It is possible that pressure, either from within Extension or outside Extension, tends to force the Extension worker to perform a different role than the one he perceives he should perform.

Sower,¹ shows in his model that the role expectation of an agent or district agent is a combination of the expectations of the state administration, county office colleagues, county clientele, and self beliefs of the agent.

¹Christopher Sower, op. cit., p. A - 14.

A study of this nature would be especially valuable in Eastern Kentucky because of the transition taking place in the Extension program. Pressures to resist change would probably be greatest in this type of situation.

This study also suggests the need for further information on the type of role performances of agents and specialists that would bring about the greatest amount of change and the greatest amount of improvement in the county situation. The findings here indicate that an agent assuming a high level of individual responsibility would be expected to cause the greatest amount of change. Further study is needed to either support this or other role behavior.

Additional study of the effect of advanced schooling on agents as to role perception and role behavior is needed. This study has given evidence that agents who have taken advanced schooling would tend to perform in a joint responsibility capacity with area agents to a greater extent than the agents who have not taken recent advanced schooling. Further study could determine if this is a unique situation for the area studied, or if this is a general pattern.

The new Extension approach in Eastern Kentucky is in the refinement and development stage. Program evaluation is most important to determine the value of this concerted effort to assist an area in developing to the limit of its resources. This study may provide a bench mark for further studies of the Extension Service of Eastern Kentucky.

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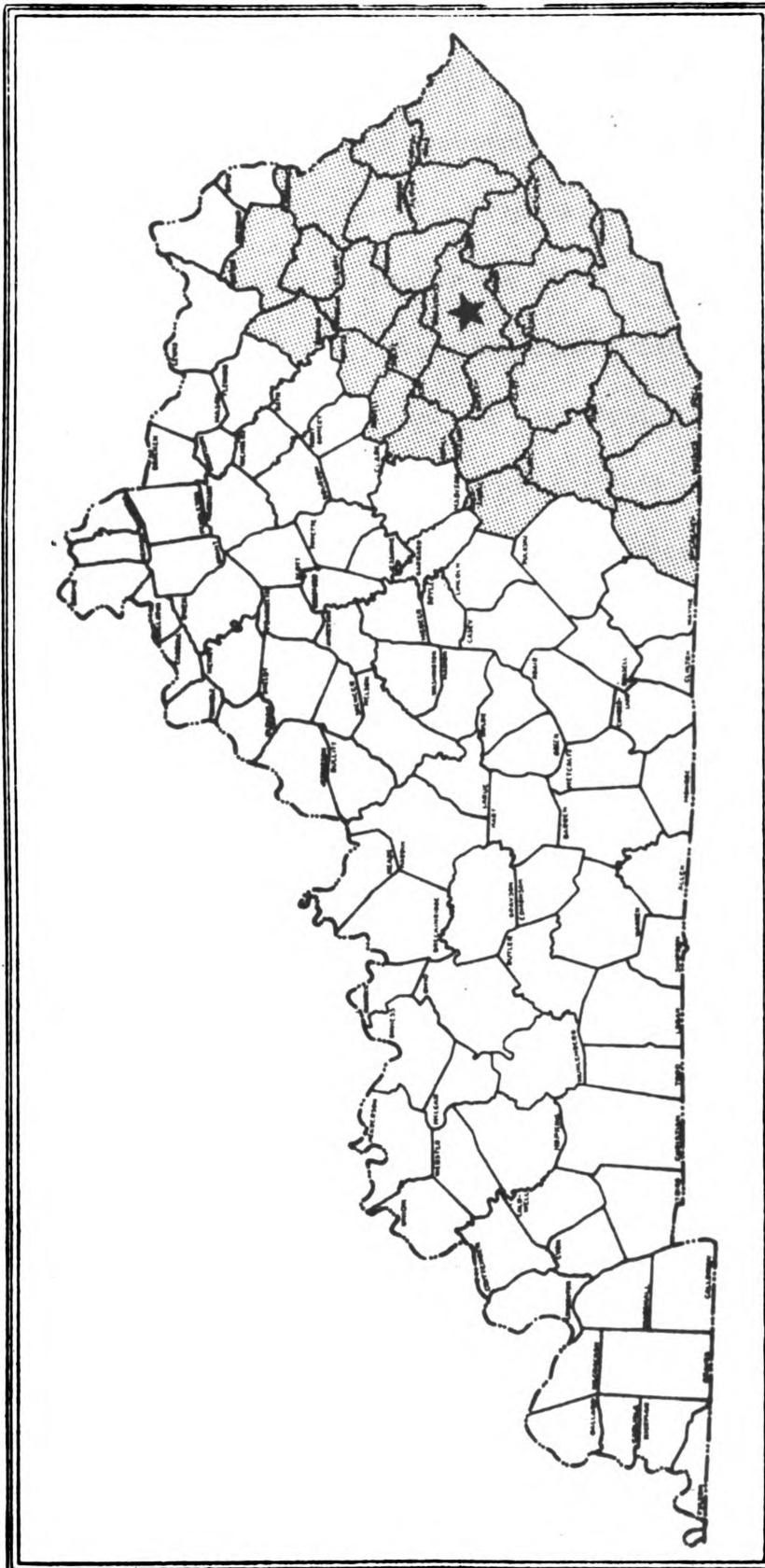
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APPENDIX

APPENDIX A



LOCATION OF COUNTIES IN APPALACHIAN RESOURCE DEVELOPMENT PROJECT

★ Quicksand, Ky. 30 Counties

APPENDIX B

NEEDMORE COUNTY

Needmore County, located in Eastern Kentucky, is characterized by low incomes, few job opportunities, unemployment, underemployment and outmigration. The county is within the area served by the EKRDP Specialists.

The population started to decline in the 1940's and continues today. Due to lack of job opportunities, fewer jobs in the mines and subsistence type of agriculture, the employable people are moving out of the county.

Twenty two percent of the working labor force is employed in mining, twelve percent in agriculture, six percent in construction, five percent in manufacturing and the remainder in services.

Recently the Needmore County Development Organization was formed. This organization has completed an OEDP which included the thinking of a high percent of the leaders and agency representatives. Two projects that were considered to be a potential source of income for the county were strawberry production and the tourist trade.

The factors that favor strawberry production are the need of a cash crop, surplus labor, adequate fertile land, available market outlets within a three hour driving distance, and sufficient interest among the farm leaders on which to build a program.

To develop the strawberry project will require 250 acres of producing berries. High production must be maintained. Weed control and proper fertilization are considered to be important production practices for success. To provide sufficient volume of strawberries for efficient marketing, several counties will need to work together.

1947-1948

The first of the two main groups of the population of the United States is the white population. This group is the largest and the most homogeneous. It is the group that has the most influence on the political and social life of the country.

The second group is the colored population. This group is the smallest and the most heterogeneous.

The colored population is divided into two main groups: the Negro population and the colored population of other races.

The Negro population is the largest of the two groups. It is the group that has the most influence on the political and social life of the country. The colored population of other races is the smallest of the two groups.

The colored population of other races is divided into two main groups: the colored population of the South and the colored population of the North.

The colored population of the South is the largest of the two groups. It is the group that has the most influence on the political and social life of the country. The colored population of the North is the smallest of the two groups.

The colored population of the North is divided into two main groups: the colored population of the Northeast and the colored population of the Midwest.

The colored population of the Northeast is the largest of the two groups. It is the group that has the most influence on the political and social life of the country.

The colored population of the Midwest is the smallest of the two groups. It is the group that has the least influence on the political and social life of the country.

The colored population of the South is divided into two main groups: the colored population of the Southeast and the colored population of the Southwest.

The colored population of the Southeast is the largest of the two groups. It is the group that has the most influence on the political and social life of the country.

The colored population of the Southwest is the smallest of the two groups. It is the group that has the least influence on the political and social life of the country.

The colored population of the Northeast is divided into two main groups: the colored population of the New England and the colored population of the Middle Atlantic.

The colored population of the New England is the largest of the two groups. It is the group that has the most influence on the political and social life of the country.

The colored population of the Middle Atlantic is the smallest of the two groups. It is the group that has the least influence on the political and social life of the country.

The colored population of the Southwest is divided into two main groups: the colored population of the West and the colored population of the South.

The colored population of the West is the largest of the two groups. It is the group that has the most influence on the political and social life of the country.

The colored population of the South is the smallest of the two groups. It is the group that has the least influence on the political and social life of the country.

The colored population of the Northeast is divided into two main groups: the colored population of the New England and the colored population of the Middle Atlantic.

Two groups have been organized to provide leadership in developing the strawberry project, the "Needmore County Strawberry Association" and the "Area Strawberry Association."

The factors that favor tourist development in Needmore County are the completion of a lake and a major state park. In addition, the county has scenic drives, unusual rock formations and historical sites. A new modern highway crosses the county.

Some improvements must be made before the county could provide the type of services required by today's tourist. The motel and restaurants must be improved and made more attractive. The waitresses and service station attendants must provide adequate and proper services. The county must create a favorable image in the minds of the traveling public.

Two groups have been organized to provide leadership in developing the tourist trade, the "Needmore County Tourist Development Association" and the "Area Tourist Development Association."

The Needmore County Extension staff consists of a County Extension Agent, Associate Extension Agent and Home Extension Agent.

The agents have had some experience working with strawberry producers, and some understanding of the tourist business, but do not consider themselves specialists in either.

APPENDIX C

Appendix C.--Chart showing the relationship of the question on the questionnaire as to the combination and grouping used in the study.

EXTENSION PROGRAM				
A.	Strawberry Program		Tourist Program	
	Program Groups	Program Levels	Program Groups	Program Levels
B.	Area	Marketing	County	Marketing
		Commodity		Commodity
		Practice		Practice
		Area		Area
C.	County	Marketing	Individuals	Marketing
		Commodity		Commodity
		Practice		Practice
		Area		Area
D.	Individuals	Marketing	Contacts Know How Initiation	Marketing
		Commodity		Commodity
		Practice		Practice
		Area		Area
E.	Contacts Know How Initiation	Marketing	Contacts Know How Initiation	Marketing
		Commodity		Commodity
		Practice		Practice
		Area		Area

- A. Represents the total Extension program included in this study.
 B. Represents the two programs considered in this study.
 C. Represents the major program categories.
 D. Represents the three program statements for each category.
 E. Three function questions asked of each of the twelve program statements:
 1. Who should initiate this?
 2. Who should provide the "know how" to do this?
 3. Who has the best contacts to do this?

APPENDIX D

QUESTIONNAIRE

Scale to be used in answering questions:

- A. County Staff
- B. County Staff, with some assistance from EKRDP Specialists
- C. County Staff and EKRDP Specialist, sharing more or less equally
- D. EKRDP Specialists, with some assistance from County Staff
- E. EKRDP Specialists
- F. Others, not Extension

Listed below are twelve items that describe a function in developing the strawberry project and tourist business in Needmore County and other counties in the area. For each item there are three questions listed below the item. Please answer each question using the scale above, by selecting your choice and placing the letter on the line beside the question.

1. Work with individual farmers to increase acreage of strawberries.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

2. Work with the Needmore County Strawberry Growers Association to increase acreage of strawberries.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

3. Work with the Area Strawberry Growers Association to increase acreage of strawberries.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

Scale to be used in answering questions:

- A. County Staff
- B. County Staff, with some assistance from EKRDP Specialists
- C. County Staff and EKRDP Specialist, sharing more or less equally
- D. EKRDP Specialists, with some assistance from County Staff
- E. EKRDP Specialists
- F. Others, not Extension

4. Work on a Needmore County program to improve strawberry weed control practices.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

5. Work on a Needmore County program to increase strawberry acreage and yields per acre.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

6. Work on a Needmore County program to improve strawberry marketing and processing outlets.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

7. Work with individual tourist facilities operators of Needmore County to improve the services provided the tourist.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

8. Work with Needmore County Tourist Development Association to improve the services provided the tourist.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

Scale to be used in answering questions:

- A. County Staff
- B. County Staff, with some assistance from EKRDP Specialists
- C. County Staff and EKRDP Specialist, sharing more or less equally
- D. EKRDP Specialists, with some assistance from County Staff
- E. EKRDP Specialists
- F. Others, not Extension

9. Work with the Area Tourist Council to improve the services provided the tourist.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

10. Work on a Needmore County program to improve the lawn and landscape of tourist facilities.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

11. Work on a Needmore County program to train waitresses and service station attendants.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

12. Work on a Needmore County program to promote and advertise the county's tourist attractions.

_____ Who should initiate this?
_____ Who should provide the "know how" to do this?
_____ Who has the best contacts to do this?

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for ensuring the integrity of the financial system and for providing a clear audit trail. The document also highlights the need for transparency and accountability in all financial dealings.

The second part of the document outlines the specific procedures for recording transactions. It details the steps involved in the accounting process, from the initial entry of data into the system to the final review and approval of the records.

The third part of the document discusses the role of the accounting department in the overall financial management of the organization. It describes how the accounting team works closely with other departments to ensure that all financial activities are properly recorded and reported.

The fourth part of the document provides a summary of the key points discussed in the previous sections. It reiterates the importance of accurate record-keeping and the need for transparency and accountability in all financial dealings.

The fifth part of the document discusses the challenges faced by the accounting department in maintaining accurate records. It identifies common issues such as data entry errors and incomplete records, and provides suggestions for how these problems can be avoided.

The sixth part of the document provides a conclusion to the document. It summarizes the main findings and recommendations, and emphasizes the need for ongoing monitoring and improvement of the accounting system.

The seventh part of the document discusses the future of the accounting department. It explores emerging trends in the field, such as the use of automation and artificial intelligence, and discusses how the department can adapt to these changes.

The eighth part of the document provides a final summary of the document. It reiterates the key points and emphasizes the importance of the accounting department in the overall financial management of the organization.

The ninth part of the document discusses the role of the accounting department in the overall financial management of the organization. It describes how the accounting team works closely with other departments to ensure that all financial activities are properly recorded and reported.

Yes No What are the reasons for your answer.
(Circle one)

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861.

2. The second part is a report from the Secretary of the Treasury, dated January 1, 1861.

3. The third part is a report from the Secretary of the Interior, dated January 1, 1861.

4. The fourth part is a report from the Secretary of the Navy, dated January 1, 1861.

5. The fifth part is a report from the Secretary of the War, dated January 1, 1861.

How many years of Extension experience have you had? (check one)

0 ---- 4 years _____
5 ---- 9 years _____
10 ---- 14 years _____
15 and over _____

How many years have you worked in your present county? (check one)

0 ---- 4 years _____
5 ---- 9 years _____
10 ---- 14 years _____
15 and over _____

Have you been back to school in the last five years? (check one)

Yes _____
No _____

If yes, check appropriate items.

3 week summer term _____
Full summer term _____
Graduate program _____
Other (specify) _____

What subjects did you study _____

Recognizing that change may be either bad or good, I am interested in your assessment of how much your program has changed from traditional Extension programs toward newer resource development programs. For your answers circle one number on the following five-point continuum ranging from no change to significant change.

1. No change
- 2.
- 3.
- 4.
5. Significant change

Name _____

Position _____

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APPENDIX E

TO BE FILLED OUT BY DISTRICT SUPERVISORS

Rate the county programs in your district on the amount of change that has been made in the last three years, from traditional Extension program toward total Resource Development using the following five point continuum from no change to significant change.

1. no change
- 2.
- 3.
- 4.
5. significant change

District VI

Bell	_____
Breathitt	_____
Clay	_____
Estill	_____
Harlan	_____
Jackson	_____
Knott	_____
Knox	_____
Laurel	_____
Lee	_____
Leslie	_____
Letcher	_____
McCreary	_____
Ousley	_____
Perry	_____
Powell	_____
Rockcastle	_____
Whitley	_____
Wolfe	_____

District V

Carter	_____
Elliott	_____
Floyd	_____
Johnson	_____
Lawrence	_____
Mogoffin	_____
Martin	_____
Menifee	_____
Morgan	_____
Pike	_____
Rowan	_____

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