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A Comparative Study of the Way
in Which Selected County Agricultural
Agents Perform Their Role

presented by

Donald G. Curry

has been accepted towards fulfillment
of the requirements for

M.S. degree in Agri. Extension

John T. Stone
Major professor

Date Nov 23, 1951

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A COMPARATIVE STUDY OF THE WAY IN WHICH SELECTED
COUNTY AGRICULTURAL AGENTS PERFORM THEIR ROLE

By

DONALD GLENN CURRY

A THESIS

Submitted to the School of Graduate Studies of Michigan
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1951

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CHAPTER I

THE PROBLEM AND THE METHOD

Introduction

The need of the Extension Service of Michigan State College to reduce the high rate of turnover in personnel, and the fact that large numbers of county agricultural agents will be retiring in the next fifteen to twenty years have been of concern to the administrators of the service.

The administrators of the extension program in Michigan have initiated a recruiting and training program for extension workers under John T. Stone as specialist in this field.

As a first step in the recruiting and training program a committee was formed. This committee is interdepartmental involving Sociology, Testing and Guidance Personnel, and Extension Personnel.

The research design set up by this committee to study the problem of a recruiting and training program for County Agricultural Agents includes the following:

1. A testing program for purposes of predicting success in the job.
 - a. Personality adjustment.
 - b. Vocational interest.
 - c. Academic aptitude.
2. Job analysis for the purpose of setting up a training program.
 - a. Study of annual reports.
 - b. Time study of the components of the occupational roles.
 - c. Time study of the details of the county agent's job.
 - d. Controlled field observation of certain aspects of how county agricultural agents do their job.

All of the studies in this committee research are now in the process of being made. This paper is limited to the field observations.

The Problem

This research is centered around the need for controlled observation in a number of selected counties to supplement the

known information about the job of county agricultural agents in Michigan. Its purpose is to discover if any possible basic differences in method of operation could be discovered.

The need for this type of information is twofold. It is necessary for those who are engaged in the training and recruiting of county agricultural agents and for those who have as their responsibility the supervision and training of county agents.

Those persons engaged in the recruiting and training of county agents need at their disposal information which might provide better predictors of success in selecting future county agents. They also need information for use in a training program that gives insight into the operational methods of county agents in the field.

The committee needs the type of data that can be gained by controlled observation in the field to supplement the impersonal test and mailed questionnaire data at their disposal.

The writer observed under controlled conditions the activities of county agents in ten counties. By controlled observation is meant a single person, or group, looking at all cases, thus controlling differences in points of view. Under these conditions similar data for each case is provided.

Central tendencies and differences in behavior can be detected for various cases.

Specific Objectives

The research committee determined that the following things should be observed in a series of case studies:

- I. Details of carrying out the various roles that had been identified as crucial to the job of county agricultural agents.

The role constituents of the county agent's job were determined by inspection of the job. In a role analysis the important element is to determine the rights and duties of a person inherent in a certain position or status. Linton,¹ who speaks of a role as the dynamic aspect of a status, suggests that when a person puts the rights and duties that constitute a status into effect he is performing a role.

Role² analysis of the position "County Agent" will then constitute an inventory of the rights and duties of persons in

¹ Ralph Linton, "The Study of Man." D. Appleton Century Company, New York, 1936, p. 113.

² The roles described in this research are those identified by John T. Stone in "A Classification of the Different

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this position with emphasis on the source of sanctions making the role possible or mandatory. The three main sources of definition of the county agent's job are:

1. The avowed objectives of the cooperative extension service.
2. The organizational structure of the service.
3. The needs and desires of local people.

The roles are as follows:

- A. The role of student. The things county agents did primarily for the purpose of acquiring additional knowledge for their own satisfaction, or to enable them to solve some special problem of people during work hours.
- B. The role of public program administrator.
 1. Planning and coordinating the county extension program.
 2. Performing administrative details.
 3. Performing special administrative details.
 4. Performing special public relations activities.

Occupational Roles Performed by County Agricultural Agents, the Various Tasks associated with Each and the Relative Amount of Time a Model Agent Spends Performing Them." Unpublished data.

C. The role of a salesman of information and ideas. In this role the county agent is actually trying to interest people in new ideas or practices. He is an educator bringing to people new knowledge and understanding. The agent performs the role in the following ways:

1. Individual contacts.
2. Mass media methods.
3. Group contacts.

D. The role of an organizer and supervisor of events.

One of the functions of the county agent is to promote, organize, arrange and supervise various events such as meetings, demonstrations, achievement days and tours. Many of these events are staged to provide a setting or opportunity for the agent to teach people in groups through the primary roles as a "salesman of knowledge" or "consultant." However, by helping put on events of various kinds the county agent performs a distinctive function of bringing people together where they can exchange ideas. Some of the tasks involved are:

1. Publicizing events.

2. Arranging events.

- E. The role of an organizer of groups. This role is played by the county agent while actually engaged in encouraging and helping people organize themselves to accomplish something collectively. It often requires group action to solve certain problems or to enable individuals in a rural community to benefit from new technological developments. The time the agent spends in developing community organizations as a means of assisting people to help themselves and to carry out certain phases of extension work is classified under this role.
- F. The role of a facilitator-expeditor. This role involves the many things the county agent does primarily for the purpose of making it possible, or easier, for people to follow the recommendations of the extension service. Likewise some things are done purely as a service to his clientele or to expedite agricultural production. These include such services as helping a farmer to find a hired man, or a farm to rent, or the promotion of 4-H Club work.

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G. The role of consultant. This is the role played by county agents when giving advice or recommendations, counseling with individuals or groups regarding various problems.

As a consultant the agent's help is sought or requested. The agent is not the initiator of the contact. The role of consultant is performed in two primary situations:

1. With groups.
2. With individuals.

It was the purpose of this observation to determine how the various agents performed each of the roles as outlined and to attempt to determine any fundamental differences that might exist between the methods used by top-ranking agents as compared to others.

II. The following characteristics of agents which were crucial to their job were observed by the writer:

A. Self-image on the job. By self-image on the job is meant the concept the county agent had of his place in the community and the major role he performed. This was determined by observation and questioning.

B. Inward- and outward-facing agents. Inward-facing agents are those who are influenced by the avowed objectives of the extension service. They feel that they have done their duty when they have fulfilled the requirements and expectations of the extension organization.

Outward-facing county agents are heavily influenced by the needs and desires of local people. They are willing to go beyond the prescribed limits of the organizational structure to find the answer to local problems.

III. Ways of doing the job.

- A. Working with groups. Types of groups and methods of working with them were observed in each county.
- B. Use of local leadership. Numbers and types of leaders, as well as ways of motivating them to serve, were observed.
- C. Intensity of interactions. By intensity of interaction is meant the frequency of contact, the apparent depth of interaction and the spread of influence and leadership.
- D. Social system of obligation. By this system is meant the technique used by county agents in obtaining the

services of people in return for some service or favor extended them or someone closely associated with them.

IV. Method.

- A. Number of cases. The decision of the committee to study ten cases, plus one trial county, was determined on the basis of the total time available, and the allocation of one week for observation of each agent. The decision to study each agent for a week rather than a shorter time was made because it seemed less likely that the agent to be observed could "fix" the program in his county for a week than he could for two or three days.

It was assumed that a "fixed" program might not be as typical of general service as an "unfired" program.

B. How the cases were selected.

1. Range of county type. The cases were selected in pairs on the basis of county type and county agent rating. The counties were selected on the basis of the "County Classification" system used by the extension service of Michigan State College

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in rating the counties of Michigan according to their extension work potential, and in making an analysis of the extension worker's job.

The six factors used as a basis for comparing the county agent's work situation between counties and the reasons why they were selected are:

a. Number of farms. This factor was considered because:

(1) Each farm, large or small, presents a set of problems in management peculiar to itself.

(2) The interests of rural families center around the farm as a place to live and make a living.

(3) The number of farms provides a measure of the number of farm families in a county around which the county extension program is built.

b. Number of commercial farms. This factor was used for the same reasons as the "number of farms." In some ways it gives an even

better picture of the farms served by a county extension worker because of the definition of a farm used in the census.³

- c. Rural population. The rural population of the counties includes all people living outside of towns having a population of more than 2,500.

- (1) People living in small towns and others living in rural areas, even though they do not depend on the farm for a livelihood, add to the extension teaching load. Many extension activities, especially Home Economics Clubs, are organized in and around a small town.
- (2) It is the responsibility of the extension agent to serve both the farm and nonfarm people.
- (3) The funds allocated to the Cooperative Extension Service under the Smith-Lever Act are based on the rural population.

³ U. S. Census of Agriculture, 1940.

d. Urban population. Whereas extension workers spend a major portion of their time working with rural people a large urban population materially increases the number of people to be served by an extension agent.

(1) City farmers, pet owners, backyard gardeners and horticultural enthusiasts make ever-increasing demands on a county agent's time.

(2) Agents working in counties dominated by large cities have different problems than those working in strictly rural areas.

(a) They have access to powerful radio stations and they work with large urban newspapers rather than the small-town weekly.

(b) They must maintain working relationships with a greater variety of organizations both in and out of the city.

(c) Usually the tax base is greater in the counties with large urban populations,

thus making it possible for agents in these counties to obtain bigger county appropriations from the Boards of Supervisors, etc.

e. Farm income. Farm income is a major criteria of the extension agent's job within a given county. It reflects:

- (1) The economic importance of the extension worker's job.
- (2) Specialized and highly-developed farm enterprises demanding considerable technical knowledge.
- (3) Agricultural production.

In that the extension job is a continuous one it cannot be accurately measured with an elastic yardstick. Farm incomes fluctuate widely between:

- (1) Different growing seasons.
- (2) Different price levels.

The relative differences in the total farm income between counties is fairly consistent

except in years of crop failure in some local area. To minimize this possible bias the average farm incomes of the years 1929 and 1939 were used.

f. Area of the counties. This factor was used because of the great variation in size of Michigan counties.

- (1) In larger counties, all other factors being equal, it was recognized that the agent would have to serve more communities and more of his time would be used in traveling from place to place.
- (2) In some sparsely-settled counties the roads are poor, farmers are scattered over a large area and are difficult to reach by the county workers.
- (3) The larger the county the less accessible the county extension office becomes to the outlying areas, requiring the agent to spend more time away from the office, etc.

A great many other factors were considered as influencing the work situation, such as:

- a. The problem areas in land use such as erosion, drought, low natural soil fertility, short growing seasons, etc.
- b. The distribution of different ethnic and religious groups that effect the work of the extension agents.
- c. Educational facilities and educational level of the county population.
- d. Specialized farm enterprises sometimes present problems for the extension worker in excess of their monetary returns to the county.
- e. The location of the county seat.
- f. Areas subject to emergencies such as frost, insect infestations.
- g. Social and economic opportunities for youth off the farm differ among counties and influence the work extension.
- h. Some areas suffer more than others from the lack of capital.

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- i. The size of farms and the amount of cleared land per farm have some effect on the extension program.
- j. Marketing disadvantages of some counties due to geographic location.

However, these and other factors were not used in the county classification formula for one reason or another; the primary reason being the lack of comparable data for all counties.

Information on some of the six factors selected was available from the 1945 agricultural census, but the 1940 census provided the last comparable data on all factors. As soon as the 1950 census data becomes available it will be desirable to revise this classification. Because of the more realistic classification of farms used in the 1950 census some counties will probably show a slightly greater decrease in the number of farms than others, although the relative number of commercial farms probably will not change very much between counties. The rural population in the southern counties around industrial centers has probably increased due to the large number of people who migrated from the farms in northern Michigan,

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and from other states, to work in Michigan factories. Many of these people built small homes outside of the city limits, creating special problems of concern to extension workers. The value of farm crops has nearly doubled since 1939 due to the general price rise but this has been a general condition affecting the income of all farmers in Michigan. The 1950 census figures will unquestionably show an increase in the urban population of some counties, but for this purpose any city of over 60,000 presents about the same problems for a county extension agent.

While the 1950 figures will influence each of the factors used in this classification of counties they will in no way invalidate the over-all gross comparison between counties obtained from the 1940 census.

In selecting these six factors to use as a means of minimizing the different work situations confronting extension workers in different counties it was recognized that they were not of equal significance. Therefore, each factor was weighed according to the best judgment of a responsible group of extension administrators, agricultural economists, soils, crops and animal husbandry specialists. They were:

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C. V. Ballard, Director of Extension

H. A. Berg, Assistant Director of Extension

B. D. Kuhn, State Agricultural Leader

R. J. Baldwin, Director of Extension (retired)

K. T. Wright, Agricultural Economist

E. B. Hill, Agricultural Economist

R. E. Decker, Head of Farm Crops Department

Paul Rood, Soils Specialist

E. Benton, Animal Husbandry Department

The selection of factors and the weights given each factor in determining a formula for measuring the extension work situation in the various counties of Michigan were given careful consideration by the group. The following weights were given each factor in determining a formula for the county classification based on the judgment of these men:

Factor	The Formula Weight
Number of farms	2
Number of commercial farms	2
Rural population	1
Urban population	1
Farm Income average 1929-1939	4
Area of the county	1

Steps Taken in the Computation of the
County Classification

- a. The data for each factor taken from the census report were listed by counties.
- b. The average for all counties (number of farms, number of commercial farms per county, etc.) was determined for each factor.
- c. The percentage of average (number of farms, etc.) was computed for each county for each of the six factors.
- d. The percentage figures thus obtained were then weighted according to the formula and added together for each county.
- e. Then the total weighted percentage figures for each of the 83 counties were added and the average for the state was determined. This figure represented the average county work situation in Michigan according to the formula and was expressed as 100 percent.
- f. The county work situation for each county was then expressed as a percentage of this state average.

g. This made possible the ranking of the counties in order, according to the work load or work situation as determined from the formula.

For the purpose of studying some phases of the work of the county extension agent and the characteristics of successful and less successful workers a broad grouping of counties with more or less comparable work situations was desired. The original plan was to divide the 75 county units into 4 equal groups, but this resulted in an extremely wide range of county differences in the top group of counties. From Appendix B it can be noted that there would be a percent of average difference of 228% to 141% or 87% from the top-ranking county down through the 19th-ranking county. Finally, from a careful study of the data and first-hand knowledge of the several counties it was decided that Group I should include the 12 counties with the highest percentage of average rank. The rather wide break between the 172% average for Ottawa County and 166% for Washtenaw County also influenced this decision. An even larger spread between the percentage of average figures from Montcalm County to Isabella County made a logical division between a second and third group. A third division was made between

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Pair	Counties
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B	B
C	C
D	D
E	E

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Missaukee-Roscommon and Schoolcraft-Alger somewhat arbitrarily. In this way the state was divided into four groups with 12 counties in Group I, 18 in Group II, 20 in Group III, and 25 in Group IV, based on the classification formula. While differences are recognized within each group it is felt that the work situation of county extension agents within each group is comparable for the purpose of this study.

On the basis of the county classification system the counties to be studied had a composite rank using all weighted factors as follows:

TABLE I

Pair	County	Rating	County	Rating
A	A ₁	35	A ₂	36
B	B ₁	38	B ₂	38
C	C ₁	48	C ₂	44
D	D ₁	135	D ₂	137
E	E ₁	131	E ₂	131

For a complete classification of Michigan Counties See Appendix A.

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In each case the letter signifying the county as A_1 , B_1 , etc., indicates the county in which the Group I ranking agent is working. The counties indicated by A_2 , B_2 , etc., are the counties in which the Group II rating county agents are located.

The range in difference in composite rating of the counties on the basis of the county rating system was from 35 to 137 compared with a range of 25 to 228 for the state as a whole. Therefore, the counties selected included a fair representation of Michigan counties as far as extension work potential is concerned.

The range in composite rating within the pairs was from 0 in the case of pair E to 4 in the case of pair C. It therefore seems safe to assume that, provided the county classification system used is valid, differences in performance of the agents as paired were not due to differences in county situations.

2. Range of work effectiveness. The second problem in selection of cases to be studied was to pick agents with ranges in work effectiveness from A to C on the basis of the rating system now being used by the extension administrative staff at Michigan

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State College. This rating system provides for rating extension workers on the following basis:

- a. Specialists' rating. Extension specialists are each responsible for extending the subject information in a particular field of knowledge, such as farm management, farm crops, or dairy husbandry. The specialists work closely with county agents and have an opportunity to appraise the agent's effectiveness and observe the public acceptance of their special phase of the over-all county extension program. For this reason every specialist was asked to judge the effectiveness of the way his phase of the extension program was carried on in each county. Because some specialists do not work in every county, in any one year, they were requested to rate only the programs in the counties where they had worked during the past 12 months. For this reason, even though there are 98 specialists only 30 to 40 opinions were obtained on any one county program.

The classifications used by the specialists in rating the county agricultural program in each county are as follows:

- (1) "A" (Superior). A county program to which this rating is assigned should show unusual accomplishment as compared to other counties in which the program is being carried on. The local people should evidence support of the program by active interest and participation.
- (2) "B" (Good). This classification denotes that the progress and accomplishments of the program are satisfactory or somewhat better than average as compared to other counties. A "B" rating should only be assigned to county programs which are constructive and where there is some evidence of public support.
- (3) "C" (Fair). A program rated "C" should be one that could definitely be improved. It might indicate a poorly-organized program

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or one in which there was slightly below average local participation and interest.

This kind of program might be one on which relatively little interest has been placed in the county as compared to other counties having similar needs for the work.

- (4) "D" (Poor). To be rated poor a county program might be one on which no activity is apparent in the county. It could be a program that is poorly conceived or unorganized and does not meet the needs of the people. It might be a program where no local interest was evident because of lack of knowledge about the program. If a "D" rating is assigned to a county it should indicate that progress towards accomplishing the objectives of the program are not at all satisfactory.

After each specialist rated his project in each county the ratings of all specialists were recorded on an appraisal sheet by counties. Next, since a single county rating was

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desired to measure the over-all effectiveness of county agents, some method had to be found to combine the ratings given by the several specialists.

The easiest way would have been to assign a numerical equivalent to the A, B, C, or D rating given by each specialist and determine the average score per county. However, this procedure has one fundamental weakness. The relation of the several projects to the extension program is not of equal importance in all counties. It was felt that the rating of the dairy program in a county where 75 percent of the farm income was derived from the sale of dairy products should receive more weight in judging the county agent's effectiveness than the rating of the fruit program if less than 5 percent of the farmers' income came from the sale of fruit in that county.

To correct this weakness in the rating scheme the relative importance of the many projects were evaluated for each county. They were graded as of major importance, average, minor or no importance, to a well-rounded extension program in the county. The value of different farm commodities sold per county from the 1945 census of agriculture was used as a guide, but the final evaluation, made by a group of seven

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administration administrators and specialists, was based on their intimate knowledge of the state. Then differential weights were assigned the specialists' rating based on the importance of each project to a sound extension program in the county, as shown in the following table.⁴

Project Importance by County	Specialists Rating and Differential Weights Assigned			
	A	B	C	D
Major	5	4	3	-5
Average	4	3	2	-3
Minor	3	2	1	-1
None	0	0	0	0

Thus, if a specialist rated the dairy program "A" and dairy was of major importance in the county this rating would be scored 5 points. On the other hand, if another specialist rated the fruit program in that same county "D" and

⁴ In evaluating such programs as rural health, public policy education, etc., that were considered of equal importance in every county, the same importance grade was used throughout the state.

fruit was of minor importance in the economy of the county, this rating would be score -1 according to the weight given in the table.

To arrive at a single score for each county by which the different opinions of all specialists could be compared the weighted ratings were totaled by counties. Then, because the number of opinions obtained per county varied, this total score was divided by the number of different opinions to give a county numerical rating. The numerical ratings obtained in this way were calculated for all counties. Next, for purposes of comparison between counties the average score for all of the counties was determined. With this score representing 100 percent the scores of all counties were converted to the percentage they represented compared to the average. Figured in this way the specialists' ratings varied from 130 percent of average for the highest-scoring county to 70 percent of average for the lowest-scoring county extension program in the opinion of 30 to 40 specialists.

Now, to the extent that the opinions of the specialists regarding the county program and the judgments of the men who determined the importance of the program in each county are

valid, these percentages measure the relative effectiveness of extension work in any given county. And, since the county agricultural agent is responsible for the conduct of the county extension programs rated, the percent of average score each agent received should reflect the effectiveness of the individual agents. For this reason it was used as one of the standards to measure the success of different agents.

- b. 4-H Club project appraisal. In Michigan the 4-H Club project is of major importance in each county. While the county administrator, usually the county agricultural agent, is responsible for the over-all conduct of the county extension program, the 4-H Club agent is directly in charge of this phase of the extension program. The 4-H Club agents in Michigan correspond to assistant county agricultural agents in other states. They are, in general, young men who aspire to become county agricultural agents, although a few make a lifetime career of working with young people. It is from the ranks of the 4-H Club agents that

most of the county agricultural agent positions are filled. It is in many respects the training position for future county administrators. For this reason similar qualifications are required of 4-H Club agents as county agricultural agents. Experience over the past 36 years has proven that, with few exceptions, successful 4-H Club agents become successful county agricultural agents and county administrators.

For the purpose of rating it would have been desirable if identical criteria could have been used for determining the success of 4-H agents as for county agricultural agents. However, the specialists work less directly with the club agents and they are not directly responsible for the over-all agricultural program. Therefore, it was decided that a measure of the effectiveness of the 4-H Club program would provide a more valid criterion of success than the specialists' rating.

Each year the 4-H Club department receives a sum of money to be distributed to counties for use as premiums and awards. The 4-H Club department, with the advice of county workers, has prepared a formula for the equitable

distribution of the

state. In this form

value for each bo

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Beef, Swine,

Sugar Beets,
Leaders

Corn, Beans,
Deer Ya
Garden,

Home Garde

Landscape, L
Canning
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Wildflower,
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Hot Lunch,
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distribution of this money to the 4-H Club members of the state. In this formula each 4-H Club project is given a money value for each boy and girl completing the project. These values are:

Beef, Swine, Dairy	\$1.50
Sugar Beets, Sheep, Colt, and Junior Leadership	1.00
Corn, Beans, Potatoes, Forest Fire, Deer Yard, Pheasant, Market Garden, Forestry	.80
Home Gardens	.55
Landscape, Electrical, Food Preparation, Canning, Clothing, Asst. Homemaker, Home Furnishing, Handicraft, Farm Machinery	.50
Wildflower, Soil Conservation, Bees, Wildlife, Farm Accounts	.40
Hot Lunch, War Activities, and all others	.25

At the end of the year each county is allocated its proportionate share of the State money available for premiums and awards on the basis of this formula. Since the 4-H Club agents are aware of this procedure for allocating State funds, and are competing for these funds for their county, the formula

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does in a degree establish standards of accomplishment. The values per completed project also measure to some extent the intensity of training given boys and girls enrolled in the different projects by the 4-H Club agents. They recognize that it requires more ability and effort on the part of the 4-H Club agent to carry a 4-H Club member through some projects to completion than in others. However, there is no attempt here to justify the value of the various projects to the boys and girls. It is argued that the total amount of money allocated to each county on the basis of this formula does reflect to a limited degree the relative effectiveness of the 4-H Club agent. In order to work with boys and girls they must be contacted. The intensity of the contact is greater in some projects than in others and therefore it is assumed that the more contacts and the more intimate or intense the contacts the more extension work is accomplished. Therefore, the state allocations do provide one measure of the 4-H Club agent's work effectiveness.

Now, it is recognized that there are great differences in the local county situations. There are more boys and girls eligible to participate in the Club program in some counties than in others and different projects are better adapted to some

county situations than others. For this reason comparisons between agents on the basis of state allocation money for the purpose of this study was made only within each of the 4 broad groups of counties previously described. The final rating using this criteria for each county was arrived at as follows: The average number of dollars allocated each county in each group of counties was determined. The percent of average was calculated for each county within the group. Then this figure was used to compare the work effectiveness of the agents within the counties.

Another criterion used for measuring the work effectiveness of the club agent was the proportion of rural boys and girls between the ages of 10 and 21 enrolled in 4-H Club work in each county.

- c. Final rating. The specialists' group rating, the 4-H allocations rating and the rating arrived at by calculating the proportion of eligible boys and girls enrolled in 4-H Club work are all measures of work effectiveness. But a study of the ratings obtained by these methods indicated the need for wise interpretation, in

the light of all known factors which might influence them in any one year, or which, because of unusual local conditions, might invalidate them entirely. For example, one agent's wife had been seriously ill during the year, requiring his almost constant attention. As a result his program received a low rating although he had been awarded a plaque the year before as one of the outstanding agents of the state.

It seemed important that situations such as this should not influence the final rating of an agent. Because, one of the primary reasons for rating the agents was to make possible an analysis of some of the personal characteristics of successful extension agents in contrast to the characteristics of less successful agents. Therefore, it was decided that, while such measures of work effectiveness were useful, they were not valid criteria unless properly interpreted and that the only persons who were in a position to interpret them were the extension administrators. It was also decided that since these criteria needed interpretation the administrators should be the

ones to pass final judgment on the over-all success of the county workers under their supervision. The four District Extension Supervisors, the State Leader of Agricultural Extension, the State Leader of 4-H Club Work and the Director of Extension were chosen as the administrators most familiar with the county personnel. These men possessed another qualification as raters: Each has for years, as a part of his regular job, evaluated the work of all agents in the state for the purpose of determining salary adjustments.

Method Used

The purpose for which the rating was to be used was carefully discussed with the seven men as a group. At first it was proposed that they rank the agents of the state from the most successful to the least successful. But it was soon realized that such a refined rating would be unrealistic, since the design of the study was set up to compare either the top one-fourth or the top one-half with the bottom one-half. Therefore, it was decided to have the administrators classify the agents directly into these four groups rather than to determine it by some statistical procedure. To make the administrators'

rating of individual agents as objective as possible they were each given a set of 4 x 5 filing cards with the name of a county worker typed in the upper left-hand corner of each card. An individual card was provided for each agent. The six sets of cards were carefully shuffled before giving one set to each administrator. They were then instructed to divide the set of cards roughly in half, putting in one pile the cards of agents they rated in the top half of the staff on the basis of over-all job effectiveness, and in another pile the cards of agents they rated in the bottom half of the staff on the same basis. Next they were asked to divide each pile into a top and bottom half. In this way each administrator divided the staff into four roughly equal groups: (1) a top fourth; (2) a top half; (3) a bottom half; and (4) a bottom fourth.

Then, after each administrator had rated all of the county agents independently an analysis of the ratings was made. The individual ratings were compared to the ratings made independently by the other five men and with the percent of average scores determined through the specialists' ratings for agricultural agents. In the case of 4-H Club agents the county allocations and the proportion of boys and girls enrolled

in 4-H Clubs who were eligible for membership was used as a check on the administrators' over-all ratings. If any one of the raters or the objective measures indicated any agent should be placed in a different group, his case was discussed individually, and in some detail, by the rating panel before he was assigned a final rating.

V. Gathering the data. In this research the observation method, plus some questions, was used. This method was chosen rather than the questionnaire, or detailed time and motion study, because it was thought it would be more realistic in appraising an agent's work in the field.

In order that the agent's work-flow for the week might be interrupted the least, the following method of notifying him of the forthcoming visit by the writer was used. First, a letter from the director of extension was sent at the beginning of the research. The letter briefly explained the purpose of the visit as being "to observe how agents do their job," so that the information might be helpful in the recruiting and teaching of future extension workers and in the supervision of those now on the job. No time was set for the visit to the county. This was to ascertain the

agent's presence in the field at the time and to determine that no special event not included in a normal week's work would hinder proper study.

On Wednesday or Thursday of the week previous to a visit the writer would call the agent to be visited. This was done to avoid arriving at the county during times when the agent would be on vacation or the next week's work would involve such events or achievement days, etc., that are not a part of the normal flow of a week's work for a county agricultural agent.

The visit to the county began on Monday morning and continued through Thursday or Friday. The writer attempted to observe the activities of the agents in relation to the various roles performed. An attempt was also made to observe the characteristics of the agent which seemed pertinent to the job.

VI. The trial county. To provide experience for the writer, and to test the method, a county outside the paired counties was chosen for a trial week of observation. This county had a composite county rating of 88 on the county classification chart and the agent was in Group I. After

having spent from Monday through Thursday with this agent a complete report was made to the committee on Friday. The results of this report were used to guide the observation and reports in the other counties.

CHAPTER II

REVIEW OF LITERATURE

Since the focus of this research is centered upon the county agent's job, two things will be done in this chapter:

(1) a review of what has been said about the "job" oriented research, and a definition of terms as they apply to the extension service; and (2) a brief review of what has been said about the county agent's job will be presented.

Definition of Basic Terms and Basic Concepts

The United States Employment Service in its "Job Analysis Manual" takes the stand that a "job" is a group of positions that are identical in every respect, and that a "position" is an aggregation of duties, tasks and responsibilities assigned to one individual [1]. Miller and Form expand on the concept "position." They suggest that the work position is composed of technical, special and social demands by virtue of the organizational function to be fulfilled [2]. For our research this means that because there is an agricultural

extension service dedicated to the service of rural people, and because this organization has administratively created a "position" by which communication from the Department of Agriculture and the land-grant colleges can be personally transmitted to farmers and farm groups, the totality of these "positions," which are roughly identical, constitute a "job."

The assumption that all county agents, or 4-H Club agents, do the same things is probably correct only to a degree. It is necessary to determine the extent to which they behave the same or differently. The first task of a job analysis is, then, to examine the central tendencies and the ranges of behavior that are characteristic of county extension works "on the job."

A term closely related to "job" is "occupation." This seems to be used as a classification device for indicating the major ways in which a person occupies his time. The dictionary indicates that synonymous terms are profession, trade, vocation and employment [3]. The USES uses the term to include a group of jobs sufficiently similar in respect to duties, responsibilities and working conditions to warrant like treatment in personnel processes [7].

Terms Often Applied to the Extension
Agent's "Job"

In the literature review and in the meetings of the research committee, frequent reference is made to the extension agent as "professional," "administrator," "salesman," "public relations man," and to other similar terms. These references seem to range from general occupational titles implying a complete pattern of behavior to specific tasks and duties expected in the work pattern of an extension worker.

Professional. Reference to the county extension worker as a "professional" seems to point out that his job has certain aspects in common with other "professional" jobs, and that it is different from nonprofessional services. In general, the attributes or prerequisites of professionalism include a prolonged and specialized training, a professional brotherhood passing on the qualifications and characteristics of its members, and a relationship with a clientele involving the idea of service. The total body of professionals can be classified into those who operate as free agents, except for the control of their own professional organization, and those who work within the structure of business, education, public health and

welfare, or some similar organization. The county extension worker is clearly in the latter class.

Executive, administrator, bureaucrat. Reference to the county extension worker as an executive, administrator, and in a sense as a bureaucrat, is related to additional duties assumed by these agents in past years and to a change in the definition of the teaching situation. Agents are frequently called on to assist in setting up programs for soil conservation, land-use planning, drought relief, and in cases of emergency or war, on food production, and farm labor [4]. Cooperation with these national programs and the system of reporting and evaluation necessary for their maintenance, as well as that of the extension service itself, clearly relate the executive and administrative function to the bureaucratic nature of the structure [5]. Cooperation with these national programs and the system of reporting and evaluation necessary for their maintenance, as well as that of the extension service itself, clearly relate the executive and administrative function to the bureaucratic nature of the structure [5]. There is little doubt that the agent's preoccupation with executive and administrative detail, especially when directed at maintaining the

organizational structure, is resented by the farmer in that it cuts down on the time the agent is available for personal consultation. This "bureaucratic activity" seems to be a violation of function in the eyes of the agent as well.

Social role. The designation of terms as administrator, executive, bureaucrat, teacher, businessman, public relations man, etc., illustrates what is often called the "social role" that an agent is expected, or required to perform.

There is reason to believe that a role analysis is crucial to the understanding of any job. In many cases the role constituents of a job are determined by inspection, and although they may adequately describe certain aspects of the job, they perhaps have only face validity. That is, that may describe the behavior but omit the most important aspect of the role analysis. In a role analysis the important elements to be determined are the rights and duties that are expected of a person because he is in a certain position or status. Linton, who speaks of a role as the dynamic aspect of a status, suggests that when a person puts the rights and duties which constitute a status into effect he is performing a role. Role analysis of the position "county agent" or "4-H Club

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agent'' will then constitute an inventory of the rights and duties of persons inherent in this position, with emphasis on the source of sanctions or authority making this role possible or mandatory.

Description of County Agent's Job

At present there seem to be three main sources of definition of the agent's job: (1) the avowed objectives of the cooperative extension service; (2) the system of positions and offices working on all three civil levels; and (3) the needs and desires of the people.

The following will show in broad outline the forces which combine to give form to the county agent's job. Much of what is said will apply equally to county agents, 4-H Club agents and to home demonstration agents. They are, briefly, as follows:

1. The avowed objectives of the cooperative extension service. These include the rational of the persons responsible for its founding, as well as other objectives subsequently assumed.

2. The organizational structure of the service.

This includes: (a) the national, state-county dimension in which the United States Department of Agriculture, the State Land-Grant College, and the local county are integrated; (b) the legal rational nature of the organization; and (c) the system of positions and responsibilities which has been formed to make the extension service function.

3. The needs and desires of the people. In the report of the committee on extension programs, policies and goals, it is pointed out that the program of the cooperative extension service was developed within the limits of two major controlling factors. The first of these is the ongoing program of the United States Department of Agriculture and the Land-Grant College, and the second is "the needs and desires of all those whom extension is or should be serving.

In the broad view, "the needs and desires of the people" may refer to needs which are culturally determined, such as a high standard of living, health and freedom from debt, and which may be attained by more efficient production and marketing methods.

The Objectives of the Cooperative Extension Service

The Cooperative Agricultural Extension Service was created by law to coordinate the efforts of the United States Department of Agriculture and the State Land-Grant Colleges in their related functions of research and education. The avowed objectives of this agency are outlined below, as presented by L. B. Smith and M. C. Wilson in The Agricultural Extension System of the United States [2]. They are as follows:

1. To increase the net income of the farmer through more efficient production and marketing and the better use of capital and credit.
2. To promote better homes and a higher standard of living on the farm.
3. To develop rural leadership.

4. To promote the mental, social, cultural, recreational and community life of the rural people.
5. To implant a love of rural life in farm boys and girls.
6. To acquaint the public with the place of agriculture in the national life.
7. To enlarge the vision of rural people and the nation on rural matters.
8. To improve the educational and spiritual life of the rural people.

This listing of the avowed objectives of the extension service is not altogether reflected in the early technical agriculture orientation of the extension program. This discrepancy does point out, however, the basic assumption guiding its work. This assumption is that the agricultural practice of the American farmer is lagging behind the nation's knowledge of agriculture, and that by changing the farmer's practice, the more broadly-defined objectives will follow. This list of extension objectives also points out the motives of the people guiding the

movement and helps explain some of the changes of emphases which appear later.

The shift in the emphasis of the extension service is delineated in a report made in 1948 by a joint committee of the United States Department of Agriculture and the Association of Land-Grant Colleges and Universities. This committee restates the educative focus of the service, but points also to the use of an ever-widening range of subject matter and teaching techniques. In a listing of the achievements of the service over a third of a century, a number of the earlier stated objectives are paralleled, while other achievements indicate a shift in emphasis. The achievements seen by the committee as advances in the fundamental areas of individual, family, and community life, are as follows:

1. Applying the findings of research.
2. Solving problems through group action.
3. Understanding economic and social factors
at the community, state and national level.
4. Improving homemaking functions such as
family diet, clothes, and the saving of time
and energy for the homemaker.

5. Work with rural youth.
6. Counseling on farm problems.
7. Contributing to the science of government and education.
8. Mobilizing rural people to meet emergencies.
9. Aiding esthetic and cultural growth of farm people.
10. Contributing to urban life.
11. Developing rural leadership.

The changes in objectives and scope of extension services are best summed up by the committee's statement that:

"Whereas extension has done much for people, it is what extension has helped people to do for themselves that achieves greatest results."

This focus is best seen in the emphasis on a group approach to problem solving, and to help in understanding the more complex and economic aspects of the world in which we live [3].

To the technically-trained, project-oriented county worker these kinds of objectives may well seem idealistic and not practical. They will have a moulding influence on the

county worker's job in direct proportion to the degree to which they are communicated to the agent. The extension service is ideally prepared to make this communication—principally because the professional training facilities are affiliated with the service, and because of the system of district, state and regional meetings used for supervision and in-service training. These conferences provide many opportunities for reference to the objectives of the extension service. The preface to Smith and Wilsons The Agricultural Extension System of the United States states that the book is designed to be informative and instructive to extension workers in agriculture and home economics in the field and to students in the schools and colleges preparing for extension work [4].

The effect of these objectives on the job cannot be fully understood in terms of communication. Before they can have any real function they must be translated into evidence of expected behavior. That is, the administrators of the program who hold these objectives must demonstrate that they expect the agents to work toward their fulfillment. Added to this influence of the avowed objectives of the extension service on the agent's job are the effects of its organizational basis

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and structure and the needs and desires of people. These are discussed below.

The Organizational Structure of the Agricultural
Extension Program

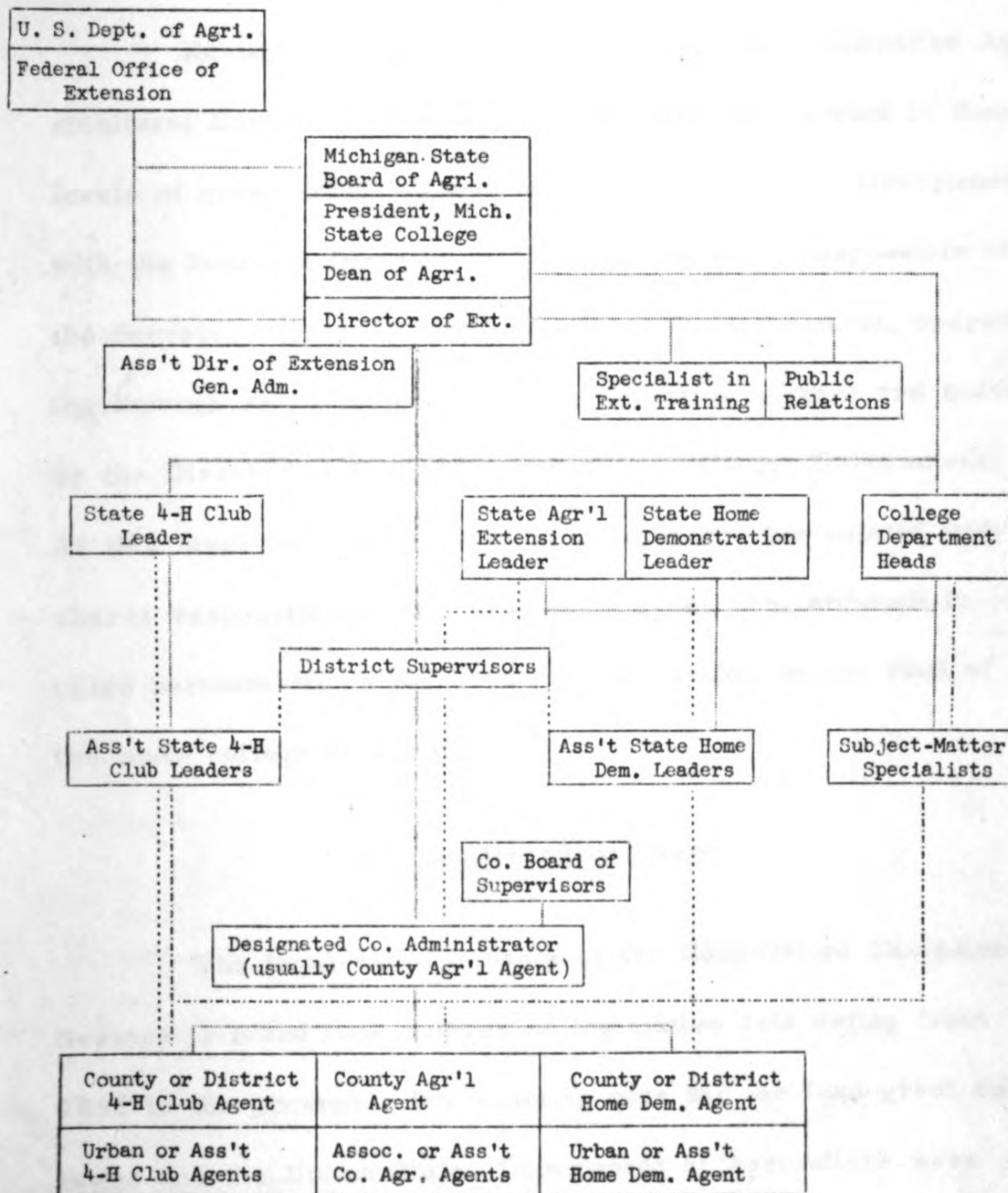
Understanding the organizational structure of extension is here based on three facets of this organization.

1. The national-state-county sharing of responsibility.
2. The legal rational basis of the organization.
3. The system of offices and responsibilities which have been formed to carry out its functions.

In each case the focus is on the county worker's position in the total structure. The purpose of our discussion is to determine the moulding effect of these organizational features on the county worker's job.

The procedure in this section will be first to graphically show the organizational scheme of the total service, paying particular attention to the three civil levels on which it is organized, and then to present the legislative base for each of these levels. The final step will be to outline the functional

ORGANIZATION CHART
MICHIGAN COOPERATIVE EXTENSION SERVICE



— administrative authority
 - - - - - program coordination
 subject matter

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interrelationship of the variety of positions in the structure with the position of county worker.

Review of this chart indicates that the Cooperative Agricultural Extension Service is organizationally related to three levels of government. These are: (1) the National Government, with the National Director of Extension directly responsible to the Secretary of Agriculture; (2) the State Government, operating through an agricultural college extension service and headed by the Director of Extension; and (3) the County Government. At this level the county board of supervisors (or related body) shares responsibility with the county agent who, although located permanently in the county, is a member of the staff of the state college of agriculture.

The Legal-rational Base

The legal-rational basis of the Cooperative Extension Service is found in a number of legislative acts dating from 1862 to the present. The enabling acts for the land-grant colleges and the United States Department of Agriculture were both passed in 1862. These two agencies are the principal ones cooperating in the service. Both of them were originally

assigned research functions. The legislation which established the USDA provided that the general design and duties of the department are "to acquire and diffuse among the people of the United States useful information on subjects connected with agriculture in the most general and comprehensive sense of the word [5]. The Morrill Act established the colleges of agriculture in this year, and in 1887 the Hatch Act provided for the Agricultural Experiment stations.

In 1914 the Smith-Lever Act was passed which called for a Cooperative Agricultural Extension Service in which the research and teaching function of the United States Department of Agriculture and the Land-grant colleges were integrated. Other acts provide for the financial support of the extension program.

In general the county extension agent is an employee of the state college of agriculture located permanently in a county when the county properly organizes for the work and provides funds in part payment of the salary or expenses, or both, of the agent. In most cases the county raises its share of the cost by taxation, although in some areas the county funds are augmented by contributions from farm or business organizations

or from individuals. The right of the county to spend money on this kind of function is fundamentally the same as that which permits local governing boards to spend money on any function not specifically assigned to the state or national government. This right is often outlined either in the constitution of the state or in some act of permissive legislation.

The effect of this kind of legal-rational base upon the county workers' job, beyond outlining in broad terms the intent of the service and providing a financial base for it, is to create a position that is on one hand strigently outlined and controlled, and on the other hand is uncontrolled by precise directions. The agent knows what the service expects of him and can evaluate his own program in that light. What the county board expects of him however, is not often a matter of formal record.

If the resultant behavior of an agent violates too strongly the expectations of either group, an adjustment must be made. It will be seen in the following section that much of the effort of the state-level personnel goes toward bringing the two sets of expectancies (the county's and the service's) into line. The potential effect of disagreement is great, because either group

has it in its power to end the program. Agreement must be maintained on who the county staff will consist of and what the net county contribution will be.

The above discussion has described the convergence of three major forces upon the job of the agricultural extension worker. The avowed objectives, the organizational structure, and the needs and desires of the people have been shown, to each to have its place. They are the forces that determine what the agent does. Each force is translated by the individual agent into a pattern of expected behavior of which some have the force of authority behind them and some which carry only the sanction of tradition. Much of the literature from which this paper has been taken was written for the use of the people in the extension office. The preface to Smith and Wilson's The Agricultural System of the United States indicates that it is designed to be "informative and instructive to extension workers in agriculture and home economics in the field, and to students in schools and colleges preparing for work in extension" (Smith VII).

Through these media and through speeches made at countless conferences these avowed objectives of the extension

service are brought home to the agent, and from them he becomes aware of what he is expected to do.

The description of the network of offices and positions working at all levels in the extension structure are even more forcibly impressed upon the agent because they are acted out daily in his contacts with supervisors, subject matter specialists, and other college USDA representatives. In this manner expected behavior is not only outlined but deviation from, and compliance with, expected behavior is the subject of many of these personal meetings. In some cases deviation is the cause of a rating which may effect the pay scale of the agent.

The impact of the needs and desires of the people upon the county agent's job is more difficult to outline. For a farmer to expect a kind of behavior for which he has no need or desire doubtless sets up a negative reaction. He may avoid the agent because of it. Where some need has been filled by an agent in the past because of emergency or special interest of the agent, this activity may become a part of the job because people expect it. Failure to perform it may be deemed reason to censure the agent.

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CHAPTER III

AN ANALYSIS OF THE SELECTED COUNTY AGRICULTURAL AGENTS' ANNUAL STATISTICAL REPORT

Before going into the field to study how county agents performed the six major roles that constitute their job, the writer studied the statistical reports of all the agents that were to be observed. The purpose of this study was to supplement the data to be obtained by the observation of the agent on the job and to see if any key to the differences in performance could be discovered.

The annual report form E.S.21 submitted in December of 1950 was used for this purpose. Only those items were chosen from the report for comparison which showed significant differences between group one and group two agents.

In making these comparisons it should be remembered that the counties were chosen on the basis of the "County Classification System described in Chapter II"; therefore it is assumed that the potential for extension work in the counties of each pair is nearly equal.

Due to the fact that many items in the annual report may be interpreted differently by different agents, only those items that are computed uniformly were considered in the analysis.

It will be noted from a study of the statistical report that county agents in group one spent 126.7 days in the office while those in group two spent 139.4 days in the office, or a difference of 12.7 days per year.

The group one agents spent 158.6 days in the field while the group two agents spent 144.1 days in the field per year or a difference of 14.1 days more in the field for the group one agents. The variation in number of days in the office for the five group one agents studied was from a low of 77.4 to a high of 161, while for the group two agents the range was from 111 to 176 days.

From these figures it would seem that there is little significance in the way the agents divide their time between the office and field. The averages show some tendency for group one agents to spend more time in the field but the variation between counties was so great that this factor seems of little value in measuring differences.

The number of farm visits made by group one agents averaged 535.8 and for group two agents the average was 362.8. The range was from 212 to 973 for group one agents and from 198 to 703 for group two agents. Again the range in number is quite great and appears not to be of much significance. The office visitors to the group one agent's office averaged 1,676.5 and to the group two agent's, 943.2. The range for the group one agents was from 1,218 to 2,381 while the range for the group two agents was from 460 to 1,215. This figure seems to be significant because the range for the group one agents is consistently higher than the range for the group two agents. The highest number of visitors to the group two agent's office for information relative to Extension work was lower by three than the lowest number of visitors to the group one agent's office.

Telephone calls followed the same pattern. The group two agents had an average of 832 telephone calls and the group one had an average of 2,184.4 per county. The range for the group two agents was from 260 to 1,660 and for the group one agents from 958 to 4,343. The telephone calls and office calls seem significant as a measure of the effectiveness of the work

of the county agent because they are a measure of the ability of agents to instill into the people of the county a desire to contact him. The reason for this reaction is not evident in the statistical measures available.

Therefore it was necessary to attempt to find the reason why farmers went to some county agents more than others by observing the county agents in the field through a series of case studies. Group one county agents were inclined to make more use of news stories as a means of publicizing the extension program in their counties than group two county agents. Group two county agents averaged 147.5 news stories per county and the group one agents, 336.9 news stories per county.

In the number of bulletins distributed group one county agents distributed 609.1 less bulletins on the average than the group two county agents.

Two significant factors seem to stand out in the comparison of the statistics for group one and group two county agents:

1. The group one agents have been successful in attracting larger numbers of farmers to them as evidenced by larger numbers of

visitors to the office and by larger numbers of telephone calls, than the group two agents.

2. The group one county agents appear to be more active in terms of making more farm visits, driving more miles and holding more meetings than the group two county agents.

For a complete summary of the ten county agents annual report for E.S.21 submitted in 1950 see the Appendix.

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CHAPTER IV

THE ROLE PERFORMED BY COUNTY AGENTS

As outlined in Chapter I, the county agricultural agent performs many roles in the performance of his job. It is the purpose of this chapter to describe some of the techniques used by the county agents in the performance of their jobs.

A Classification of the Different Occupational Roles Performed by County Agricultural Agents, and the Various Tasks Associated With Each

I. The role of a student. The things county agents did primarily for the purpose of acquiring additional knowledge for their own satisfaction or to enable them to solve some special problem of the people during regular working hours were classified under this heading. Examples of these activities and the time spent performing this role are as follows:

A. Reading scientific literature, professional magazines, studying bulletins, analyzing crop statistics, studying special problems, and conducting research.

- B. Participating in training conferences, meetings and organized classes. Seeding information and ideas from specialists and supervisors for self-improvement, etc.

II. The role of public program administrator.

A. Planning and coordinating the county extension program.

1. With formally organized planning, cooperating and advisory groups of local people.
2. With county staff members.
3. With state staff members, specialists and supervisors.
4. With other public agency representatives and representatives of commercial enterprises.
5. Time agent spends planning and evaluating the over-all county extension program by himself.
6. Talking over county extension program informally with individual local leaders.

B. Performing administrative details.

1. Preparing official reports to county, state and federal authorities.

2. Keeping financial and other office records as:
mailing lists, project records, penalty mail and
bulletin records, mileage accounts, etc. (office
secretary keeps many of these but it takes some
of agent's time).
3. Reading and sorting mail.
4. Filing correspondence bulletins, reference material,
arranging office, cleaning up office, etc.

C. Performing special public relations activities.

1. Participating in special social functions and activities of the community, performing special services for individuals or entertaining groups primarily to get acquainted and build good will.
2. Visiting with people while on the job about things not related to extension work and for no particular purpose but to build good will and be sociable.

III. The role of a salesman of information and ideas. In performing this role the extension agent is actually trying to interest people in new ideas or practices. He is the initiator of contacts with people to convince them to use the latest scientific knowledge. The agent is going out giving

or selling people information that he feels will help them.

He is an educator bringing to the people new knowledge and understanding. The agent performs this role in a number of different ways as indicated in the following sub-headings:

A. Individual contacts.

1. Face to face contacts with individuals at the agent's office.
2. Face to face contacts at the individual's farm, house, place of business or at a chance meeting place.
3. Telephone.
4. Personal correspondence.

B. Mass media contacts.

1. Writing newspaper articles.
2. Writing circular letters.
3. Broadcasting on the radio.

C. Group contacts.

1. Acting as a public speaker, lecturer, demonstrator, discussion leader or introducer of others who perform this role.

IV. The role of an organizer and supervisor of events. One of the functions of a county agent is to promote, organize, arrange, and supervise various events such as meetings, demonstrations, achievement days and tours. Many of these events are staged to teach people in groups through the performance of one of his primary roles as a "salesman of knowledge" or "consultant." However, by helping put on events of various kinds the county agent performs a distinctive function of bringing people together where they can exchange ideas. Some of the tasks involved are:

A. Publicizing events.

1. Writing newspaper announcements.
2. Writing circular letters announcing events, programs, etc.
3. Announcing events over the radio.
4. Announcing coming events at other group meetings.

B. Arranging events, getting people to take part, planning programs, securing speakers, judges, entertainment, refreshments, and arranging equipment, transportation, a place to hold events, etc., as well as cleaning up afterwards:

1. Face to face contacts with individuals.
2. Face to face contacts with groups, usually small committees.
3. Working alone or with other staff members.
4. Telephone contacts.
5. Personal correspondence.

V. The role of an organizer of groups. This is the role played by the county agent while actually engaged in encouraging and helping people organize themselves to accomplish something collectively. It often requires group action to solve certain problems or to enable individuals in a rural community to benefit from new technology developments the county agent is encouraging people to adopt. The time the agents spend in building community organizations as a means of helping people help themselves and to carry out various phases of extension work was classified under this role:

A. Organizing groups of people.

1. Stimulating people's interest in organizing by mass media methods as radio, newspaper, and circular letters.

2. Contacting people individually and encouraging them to sponsor, lead or become members of an organization.
3. Stimulating interest in organizing from group action as a speaker, demonstrator or discussion leader before an assembled group of people.
4. Actually organizing groups, assisting with the election of officers, drafting a constitution with the officers, training the officers or leaders of the group in their official duties, etc.

VI. The role of a facilitator-expeditor. The county agent does many miscellaneous things primarily for the purpose of making it possible or easier for the people to follow recommendations of the extension service. Likewise, he does some things purely as a service to his clientel or to expedite agricultural production, such as helping a farmer find a hired man or a farm to rent. He also does some things just to facilitate the work of extension, like getting merchants to donate 4-H Club achievement awards, etc. While agents are performing these kinds of tasks they are considered to be acting in the role of a facilitator-expeditor.

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A. Agents perform this function in a great many different ways but largely through personal contact with other individuals or groups but sometimes these tasks are carried out by the agent work alone.

1. Individual face to face contacts.
2. Face to face contacts with groups.
3. Working alone.

VII. The role of a consultant. It is the role played by county agents when giving advice making recommendations, and counseling with individuals or groups regarding various problems. As a consultant the agent's help is sought or requested. The agent is not the initiator of the contact. Two primary counseling situations are:

A. With individuals at their request or invitation.

1. In face to face contacts at the county agent's office.
2. In face to face contacts at a farm, home, place of business, or chance meeting place.
3. Over telephone.
4. By personal correspondence.
5. Analyzing soil, identifying weeds, looking up information requested but not in direct personal

contact with others while performing this kind of counseling service.

B. With groups.

1. Attending meetings at the request of others where the agents primary function was as an advisor of the group.

C. Judging.

1. Time agent spends judging exhibits, livestock, crops, etc., as at a fair or achievement day.

It is recognized that no clear-cut line of demarcation can be drawn between each role performed. While the county agent is busily engaged in performing the role of a facilitator he is at the same time performing the role of an organizer of groups or a salesman of knowledge. However, by observation and some questioning in a series of ten case studies it was possible to make the following analysis of the way in which the agents performed their roles.

The Role of A Student

By this role is meant the things county agents did primarily for the purpose of acquiring knowledge for their own

satisfaction or to enable them to solve some special problem of the people they serve.

The average time spent by county agents in the performance of this role was 181.08 hours per year or 6.78 percent of their time. Three and one-tenth percent of the time spent by the agents in Michigan in the student role was spent reading scientific literature, studying bulletins, analyzing crop statistics, studying special problems and conducting research.

Every county agent visited in this research kept a set of printed data issued by the experiment station of Michigan State College and the United States Department of Agriculture. Also included in the library of each agent was a supply of current publications of the type of the Country Gentlemen, Cappers Farmer, Successful Farmer, and Farm Journal. All agents used these sources of material as the major portion of their library. Two agents out of the ten visited had taken the trouble to make a very complete subject matter file of this material. This they kept up to date each year by rearranging and cleaning their files at the time of writing the annual report.

One agent made it his practice to keep a guide book in which he kept all the current material on the types of crops

and livestock common to his county. This book contained both the materials found in the literature from the College and United States Department of Agriculture and the material found in current agricultural publications. The material was very helpful when the agent met up with problems in the field.

All agents reported that they found the services and information offered by field men for commercial companies and the workers of the department of Agriculture helpful to them in keeping up to date on technological advances in agriculture. The problem of finding time to keep up to date on current findings of research pertinent to the agriculture of their community was a common one to all agents visited.

Demonstrations, tours and experiments conducted in the county were excellent sources of information for the agents. Examples of these types of demonstrations are soil classification and judging schools put on in cooperation with the Soil Conservation Service and the Vocational Agricultural Teachers in County E₁. In this type of program the agent was put in a position where he had to learn the soil type and the proper treatment to keep them fertile in order to teach it to others.

County agent C_1 had conducted experiments with the growing of pine trees in his area. He gathered together all the data available and then tested it out under farm conditions in his county.

Pasture Days, Machinery Clinics and Spraying brush for control of growth are other examples of the student role being performed in conjunction with other roles while on the job.

County agent D_2 reported that his soil testing activity was one of the best media through which he learned techniques of teaching soil fertility and conservation to others and also one of the best ways to keep up to date on new developments in Agronomy.

County agent D_1 had built up a good working relationship with one farm family where they were willing to try out new developments and determine results under local conditions. He had tried out fertilizer recommendations, pasture mixtures, sodium fluoride treatment for hogs, etc., on this farm. The farm was known as his experimental farm.

The training conferences, meetings and organized classes attended by agents accounted for 64.9 hours of time

for the agents of the state. Each of the ten agents visited by the writer spent some time in conferences sponsored by the extension service. The educational objectives of these conferences were to bring agents up to date on new developments in the field of agriculture. While in county A₁ the staff of the extension office attended a regular district extension conference. The subjects discussed were--insect control, plant disease control, and public relations.

Specialists were a chief source of information for agents. In county C₂ the agent spent a day traveling with the forestry specialist. He learned how to prune Christmas trees, how to control shoot bearer and some of the principles of picking out sites suitable for various species of evergreen trees.

The Role of Public Program Administrator

I. Planning and coordinating the county extension program.

- A. "With formally organized planning, cooperative and advisory groups of local people."

Each county visited had some sort of a formal planning group. Many of these groups are not consulted on matters

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beyond over-all policies. Others assist in the development of details for the execution of the extension program in the county. A general pattern has been to have representatives from the organizations within the county on the planning committee. Most of the organizations have been of a general over-all county nature, such as the County Board of Supervisors, the Artificial Breeders' Association, the Dairy Herd Improvement Association, etc. In order to illustrate exactly how such a planning organization might work, County Agent A, had one member from each of the following groups as his advisory committee: Agricultural Committee of the Board of Supervisors; Potato Planning Committee; County Fair Board; 4-H Council; Home Economics Council; Dairy Planning Committee; Farm Bureau; Grange; Soil Conservation District; Potato Show Committee; making a total of a ten-man committee that consulted with the county agricultural agent in the development of the details of the extension program within his county. It should be emphasized that the agents assumed the responsibility for providing leadership for the committee. This agent said: "About four years ago, I sat down and looked at the situation within my county, and I could see that one of the major enterprises,

that of potato growing, was declining in its importance to the economic development of the area in which I served. Therefore, I decided it would be necessary to develop something new to take its place or agriculture would decline." This statement seemed rather typical of agents whose programs were active and in tune with the needs of the county's agriculture. This was followed by action. One thing the agent decided was necessary, and his council agreed with him, was a strengthening of the dairy and livestock program in this particular area. After talking this over with his committee, a Dairy Planning Council of thirty-five members was established. Membership of this committee included representatives of the following groups: Dairy Herd Improvement Association; Artificial Breeders' Association; Farm Bureau; Grange; Milk Producers; and a local merchant, as well as the Soil Conservation District. It is obvious that this particular agent and his planning committee were attempting to include in the development of this organization members from all sorts of organizations that would be instrumental in promoting a dairy industry within the area. It is mentioned because this is a typical method used by agents in drawing into their planning

committee people from all walks of life, including those in government service, as well as those in the organizations that are directly connected with the dairy industry.

It was typical of all planning groups in the counties visited to include in their membership existing agencies on a more or less state-wide basis that fit in with the formal structure of the organization of the extension service for whom they were working. Other agents went beyond this and in making a systematic study of the needs of their area included in their planning committees other agencies that filled a specific need for the rural people of the counties in which they served. Such organizations as the Maple Syrup Marketing Association, the Forest Products Association, the Beef Feeders Association, the Bee Keepers Association, the Fruit Growers Association, etc., are all examples of existing associations and organizations in Michigan counties that have been developed to serve the needs of their people and were found in counties where these particular industries were prevalent enough to warrant their existence. In other counties the organizations that predominated the picture in planning were those that existed on a state-wide scale and were more or less sponsored by the

extension service or other state-wide organizations in the State of Michigan.

In instances where the needs of the people were being more fully met, planning organizations also helped the agent with planning specific details for the functioning of the group at the county level. This included arrangements for tours, plans for publicity, plans for planting trees, marketing of products, etc. In most instances, the county agricultural agent felt that the center or core of the planning group was the County Board of Supervisors and the Agricultural Committee of that Board, in as much as this is the local sponsoring unit of the extension service within the county. County agent D₁, had developed a different type of central organization for his planning. In this county there was a county extension planning committee. This committee was called the County Agricultural Council. Money appropriated by the Board of Supervisors is turned over to the Council to be spent at their jurisdiction in the operation of the county extension program. This council was made up of three representatives of the Board of Supervisors, one from the Farm Bureau, one from the Grange, one from the Junior Farm Bureau, one from Home Economics

Council, one from the 4-H Council, one from 4-H Fair, one from the Soil Conservation District, one from the County Agricultural Council, one from the Muck Farmers, and one from the Cash Crop Farmers, one from the Maple Syrup Association, one from the Dairymen, one from the Beef Producers, one from the Swine Producers, one from the Sheep Producers, one from the Poultrymen, and one from the Farm Marketing Association. Out of this group was chosen an Executive Committee comprised of the president, secretary, and treasurer, plus the three members of the Agricultural Committee of the Board of Supervisors. The purpose of the organization as explained by the county agricultural agent was to spread the leadership geographically throughout the county. He explained that this must be done if one is to meet the needs of all the people and keep everyone satisfied over a long period of time. This type of organization is mentioned due to the fact that it is different from those usually found and because funds are entrusted to it to spend. It exemplifies the county agent's ingenuity in setting up a type of organization that will fit the need of the area in which he serves and in taking the control

out of the hands of the local unit of government at a time when they were not too friendly.

B. Planning with county staff members.

In every county visited, planning with extension staff members was done in some way. The most successful method used by the county agents was to hold a regularly-planned and scheduled staff meeting once every week or two. In some instances the office secretary was invited in. This, however, was not the general policy, but it would seem that there were definite advantages in having the office secretary attend at least a part of the staff meeting so that work concerning the routine office procedures might be cleared and points of conflict in getting work out clarified at that time. Other items discussed at staff meeting included the matter of schedules for all agents and a discussion of events that had been conducted during the past week.

In County E₁, the staff meeting occurred immediately following the 4-H Club Achievement Day. There was a discussion of this event, with suggestions made by all present as to how it might be improved in future years. This was considered a very worth-while part of the staff conference meetings. Future

events were discussed and plans made for daily routine assignments for the Home Agent, County Club Agent, and County Agent. In events where there were to be special assignments, these assignments were made. At this particular staff meeting, the county agent was desirous of having pictures taken of pasture fields. The club agent was the best photographer in the county office and therefore was assigned the job of taking some slides of cattle on balbo rye pasture. The pictures were to be used for publicity at educational events in the coming year. It seems to the writer that this is a very worth-while use of the staff meeting in assigning to those individuals who are best qualified the tasks they can do the best; it also indicates office cooperation in a unified extension program. At this meeting there also was discussed a program that was to be held the next night. Assignments were made to each agent of the part he would perform at a meeting of the Rural Electrification Administration. The home agent was to discuss lighting and the county agricultural agent the utilization of electricity on the farm.

In county B₁, it was observed that no formal staff meetings were held. The agent's explanation was that in their

office they were on very friendly terms and that at any time any member of the staff wanted any of his advice or counsel they would come to him and receive it. He felt that they were in close enough touch with each other from day to day so that formal sessions were not necessary. Due to the fact that all members of the staff were most congenial and free to discuss their problems with each other this arrangement seemed to work successfully in this county.

C. Planning with state staff members, specialists and supervisors.

Besides the work with their organized groups and the staff, all agents contacted indicated that they used the facilities of Michigan State College and the specialists in developing extension programs within the county. Some objected to the state-wide projects that are sponsored by specialists; however, most felt that specialists could contribute much to the planning of an extension program. This was done either by mail, informally, or formally at the time of contact with the specialist as he visited the county. All agents felt that it was necessary for a specialist to spend some time in the area until he got acquainted with the problems of that area and the

problems of the farmers in the county before he could be effective in assisting to plan a program. It was pointed out that state-wide programs do not often fit in each county.

On one occasion the writer observed a county agent planning with staff members and specialist. Plans were being made for a "Grass Day." The specialist and the county agent met at a restaurant. During and after dinner plans were discussed. These included:

1. Place of demonstrations.
2. Who would participate.
3. What elements would be emphasized.
4. The time to be allotted.
5. What values local people would place upon the demonstration.
6. How those persons attending the grass day would be transported.
7. The justification for making this event a little different than those held in other parts of the state.
8. What the wishes of the local planning committee were.

9. The agent presented his views regarding timing.
10. Staff members and agent made adjustments in their plans.

D. Planning with other public agency representatives.

Each county agricultural agent plans with other public agencies in the development of an extension program. Outstanding in this respect is the cooperation of the agents visited with the Soil Conservation Service. In most instances, the county agricultural agent serves as secretary of the Soil Conservation Board of Directors and works very closely with it in the development of its program.

In County C₁, the county agricultural agent is also an advisor to the veterans' instructors of the area and seemed very helpful to them in developing their program; they also assisted him in any way possible by providing leadership in the communities which they served. For example, they were supplying a great deal of the committees for the Grass Day to be held in that county, and the agent in turn was assisting them by making trips to Detroit or to Lansing to secure benefits for the veterans in the classes. The agent found it very necessary to provide leadership in obtaining the benefits that

he felt veterans were entitled to under the law. All agents seemed willing to cooperate with agencies on a reciprocal basis. They felt that by so doing they were receiving benefits from the agencies involved. Details varied from county to county, but in every area, agricultural councils or other associations of agricultural workers seemed to be in existence to function for the mutual benefit of the members of these organizations.

E. Planning the extension program with individuals and local leaders.

Besides the above types of planning with formal groups, with the staff, and with other public agencies, all county agricultural agents visited spend a good deal of planning time with individuals. For example; in County A₁, it was desirable that there should be more facilities in the form of silos. The planning for getting this facility into the area was done by talking first with individuals, pointing out to them the necessity. Then it was taken to a committee, and meetings were held. Finally there was established a branch of a company in the area that moved its facilities from southern Michigan to northern Michigan and went into the business of manufacturing silos. Out of



this endeavor, farmers in the area had made available to them silos at a cost they could afford to pay. As a result, fifty silos were built in the county the first year. This agent took into account not only the formal planning groups, but by working with individuals, with staff members and with his informal group brought about a situation in which the need of the people of the area were met.

II. Performing administrative details.

There are many short cuts in the performance of administrative details by extension workers. One way in which county agents wasted time, it seems to this writer, was the habit of five of ten county agricultural agents visited of opening their own mail. In offices where good organization existed, secretaries opened the mail, and prepared it for the agents' ready disposition. Filing systems were maintained, some in good order and in poor order. There is a necessity for a definite filing system in all of the counties. The writer discovered in counties where filing systems were well kept, the agent made it a plan of going through the files each year at the time of writing of annual report and removing from the file all obsolete material. This seemed to be the only way

that files could be kept in good order. The detailing of administrative duties to competent office secretaries cut down on a good deal of the time being used by successful agents in administration of their program. It was also observed that in some instances more responsibility could be given to the 4-H Club agent in taking care of the details of that particular part of the program. This should be done under the supervision of the county agricultural agent.

III. Performing special public relations activities.

A. Participating in special social function.

It has long been recognized that good public relations are the by-product of carrying on a good extension program. However, it is obvious that successful county agricultural agents in the State of Michigan put forth direct effort toward maintaining good and useful public relations in the counties in which they work. Sometimes this involves going out of their way to do little things for people and drawing to the attention of a good many people what goes on in the county agricultural office that might be useful to them. This includes participation in social functions and activities throughout the county. Six agricultural agents visited stated they pay little

attention to the social functions within the area; four others pay a great deal. It appears that it is unnecessary for established agents to give much attention to community social functions, other than those closely related to the extension program. There may be value in giving more attention to community social functions by newer agents in the field.

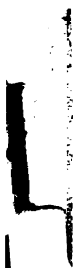
Four agricultural agents told the writer that they had no visiting pattern other than their normal friends. Others thought that it was necessary to visit and entertain certain key people within the community. All county agricultural agents seemed to follow some pattern of investing social capital in the people whom they served; or, in other words, having people within the area for whom they had done favors of some special nature, offered advice, or given counsel and guidance, who were obligated to return to them favors in terms of the administration of the extension program.

Nine followed the pattern of cultivating a few well-chosen persons in whom they had placed a great deal of time and effort; others did little things for a good many people regardless of the type of leadership they could provide. It would seem that strong county agricultural agents follow both policies

and have a well-rounded, center core of persons that are obligated to them in terms of service and at the same time know a great many people throughout the county whom they can call by their first name, and on whom they can depend to support the extension program. The best public relations program is a successful extension program. Many rely on the principal that "nothing succeeds like success."

The Role of A County Agricultural Agent
As A Salesman of Knowledge

Participation in the extension program is on a voluntary basis. Therefore it is necessary for agents engaged in the extension work to be constantly selling the program to the people with whom they deal. A major function performed by extension agents is to interest people in learning, and then to convince them to put into practice the things they have learned. Therefore successful county agricultural agents in the State of Michigan are constantly selling new ideas while they are teaching the older ones to their farm people.



- I. Face to face contacts at the individual's farm, home, or place of business.

County agricultural agent B₁ used the approach of constantly bringing forth new ideas to his clients while talking to them about the old ones that they were using. For example, if he were to visit a farmer regarding feeding poultry and discovered, perhaps, that the poultry house was not well ventilated, he would suggest that steps be taken to correct this fault in the management of the poultry flock. Another approach used by this particular agent was to suggest to the farmer that by adopting such practices as spraying his alfalfa for spittle bug control or spraying his potatoes better might result in an increased income--"perhaps they could have a bathroom for the house, or some other facilities." The approach seemed to be on the monetary basis with the idea that the money could be used to increase the comforts of the family.

When called to a farm to make a routine visit, C₁ would bring up problems on the farm that he thought should be taken care of. For example, one farm where the agent and the writer visited the express purpose of the visit was to talk about a remodeling job on the farm. Before the visit was

over we had talked about certified seed production, proper feeding and care of poultry flock, artificial breeding of the dairy herd, and where the farmer might secure good feeder cattle, as well as the construction of a septic tank for the home. All of these items were discussed with the farmer over and above the one for which he had originally called the agent.

Other agents used the method of suggesting that tonight they are going to have a meeting at the town hall, and they would like to have this farmer come. These are all approaches to the idea of selling the extension program to people met during daily routine.

County agricultural agent E₁ keeps track of all new visitors to his office, and makes plans to call on them as soon as possible when he is in their territory. While riding with this agent a visit was made to a farm where the man had moved into the county from an adjacent state. The excuse for making the visit was to check with him regarding the purchase of some feeder pigs about which he had called at the office. However, many other items were discussed while on the farm such as soil, fertilizers and where this particular farmer might join with a G. I. class. This particular item is brought out to

illustrate where a county agricultural agent used a method of getting acquainted with a newcomer in the county to sell him ideas proposed by extension. It would seem that this was especially skillfully handled inasmuch as he used a direct approach to the farmer in selling him ideas. This farmer coming from out of state will be receptive to newer methods being used in this territory.

II. Face to face contacts with individuals at the office.

The successful county agents try to see to it that no one leaves the office without an answer to his problem, or the assurance that he be contacted as soon as they can find out an answer to the need. When callers come to the office of successful agents they are supplied with the desired information quickly, completely, and in a way that they can understand.

County agricultural agent D_2 was especially skillful in taking care of office callers in that he had a certain amount of gadgetry in his office which he used in running tests, such as the soil test and plant tissue test, in the presence of the farm visitor; he often gave answers immediately. This seemed to be a better policy than to keep the samples in order to run the tests later. This agent maintained office hours certain days

in the week and was very successful at it. There were many farm visitors who came and all seemed to go away with satisfactory answers to their problems.

Farm and home visits were an excellent place to sell new ideas to farmers as pointed out above. The more successful county agricultural agents made their farm visits short but very complete. For example, county agricultural agent D₁ made soil tests on the farm in three different locations and was off in about a half hour after having made the tests and having made the proper recommendations to the farmer.

In another instance, a call was made at a farm home to give advice on sheep raising. It was discovered that some of the lambs were not docked. This agent had in his car the instruments for docking lambs and proceeded immediately to cut off one or two of the lambs' tails as a demonstration to this farmer of the proper methods to use. This was a very successful selling practice.

III. Other methods used by agents--personal correspondence and telephone, etc.

Writing letters explaining how things might be done on the farm is helpful. However, this did not seem to be as effective a selling medium as the others, inasmuch as most

letters were written in response to requests for specific information, they could not provide much opportunity for selling. Newspaper articles were used by the agents in selling new ideas. The county agricultural agent's columns that appear in the county papers each week in the same position and contain the same type of information seem to be the most effective. These reports contain the names and addresses of local people and are very effective as a means of creating interest in new techniques in agriculture. Circular letters are a very effective means of teaching new ideas to the farmers. However, most circular letters observed were for the purpose of announcing meetings and many agents were questioning the effectiveness of them. All agreed that they should be one page in length, should be illustrated if possible, and short and to the point announcing meetings and other events. Very little promotional material was put out in circular letters except the Dairy Herd Improvement Association letters which will be contained in the appendix of this report.

Radio broadcasts seemed to be an effective means of selling ideas, but their results are hard to measure and many agents are not using the radio to a great extent in their programs.

Other group contacts include that of public speaking, performing as a lecturer or a demonstrator before groups of people. All agents spend a great deal of time preparing talks and giving them to audiences. This seems to be an effective way of selling ideas and especially of starting new associations for new approaches to group action. It was the writer's privilege to observe three county agents making this type of approach. In all instances they tried to bring in new ideas in such a way that the audience could understand the technique of applying new principles in agriculture as outlined by them.

County agricultural agents spent a great deal of time as discussion leaders with civic groups, farm bureaus, and others. It was the opinion of the agents who were visited that this was a very worth-while activity, chiefly in terms of public relations and of selling good will for the extension office in the county, but not too effective as a means of teaching techniques in agriculture.

The new approach to public policy in the form of the public policy folder was received very favorably by most county agents, and this method of discussion was being used by them in their work with groups of people throughout their counties.

The Role of An Organizer and Supervisor of Events

One county agricultural agent in arranging for an event for the Fruit Growers in his area followed this procedure. There was in existence in the county a Fruit Growers Association. In a meeting with its Board of Directors plans were discussed for the time, place and date of the Fruit Growers meeting, for a spraying demonstration. After getting complete plans outlined by the Board of Directors, the agent worked very closely with them in setting up details. Several visits were made to farms where stops were going to be made, and to the dealers who were going to participate in the demonstration. This type of activity illustrates the agents' ability to draw into the picture many different people from different trades, farming, implement dealers, fungicide and insecticide salesmen, etc., to interest them in the program which he is about to sponsor. With many people interested it is obvious that more will turn out to the meeting. The agent also asked the assistance of the farmers in locating stops and in publicizing the events amongst the groups with which they associated.

Another agent in promoting a large event had what he called a press conference. After all other details had been

arranged for an event the newspapers in the area were invited in to hear the story and releases were made to all papers on a simultaneous date, making it very interesting to the people of the area. This agent also used all of the facilities of the agricultural agencies, including the Soil Conservation Service, Vocational Agricultural Teachers, Farm Security Administration, etc., in his area to help him with one large event. It was his feeling that these large events, sponsored once a year, are very beneficial to the local extension service in drawing attention to the type of program that they are carrying on, and they serve well as a medium for mass teaching. If people acquire a little knowledge at one of these events, they will desire more detailed information and will call on the extension service, or other government agencies to get the needed information.

It is obvious in setting up any type of a meeting that the county agricultural agent spends a great deal of time in acting as a promoter, or organizer of events. All means of publicity, radio, news, personal contacts, face to face contacts with groups, small committees, telephone, and personal correspondence are used to a great extent in carrying out these activities.



County agricultural agents have to be impervious to criticism should some of the ideas that they have been promoting fail. They have to be willing to take a chance and be very susceptible to change if they discover that plans they are making are not going over. In one particular instance the county agricultural agent hesitated to organize a group that would be very beneficial to the dairy farmers of his area because he was afraid that the organization of one group might weaken another. It seemed that there was sufficient interest to warrant the development of two organizations to serve the same purpose in his county and enough interest to make both of them strong, but due to the fear of promoting something that might not succeed nothing was done in this particular county. There seemed to be a tendency on the part of some county agricultural agents to put on campaigns by a very intensive effort toward the goal of reaching a specific requirement which they feel would be good for their community. Grass land farming, heavy applications of fertilizer, dairy herd improvement association work, or artificial breeding association work, are examples. These campaigns carried on over a period of one, two or three years, or however long it takes to

get the jobs done. Once well started the agent then turns to another task, releasing this work to the organizations and associations that have been set up to carry it on, always retaining a position of advisor or counselor to the organization but remaining fairly inactive as far as the actual functioning of the associations are concerned. This technique of promoting organizations to carry on the extension function seem very effective. Realizing that there is a limit to the amount of time that any county agricultural agent can spend on any given group of projects, and knowing that new techniques in agriculture will be continually arising, a skillful promotor will see to it that committees, boards of directors, etc., are sufficiently instructed to enable them to carry on with minimum assistance from the extension office.

It is important to note that frequently one person will hold office in more than one county organization. For example, the same person may serve on the board of the Artificial Breeding Association, the Dairy Herd Improvement Association and the Soil Conservation District. This indicates that it is sometimes necessary to use capable leadership in this manner,

and that the county agent has been successful in selecting good leadership and securing the cooperation of such persons.

The Role of A Facilitator

This role requires the agent to perform various activities that make it possible for people to follow recommendations, or to assist people in helping themselves through collective action.

All of the county agricultural agents visited in this study recognize that it is necessary, if recommendations of the office are to be followed, that the facilities suggested be made available to the farmers through collective action. Oftentimes it is the responsibility of the county agent to make it possible for farmers to purchase the seed, feed, fertilizer, or other equipment that is recommended. This is usually done by the agent promoting through commercial interests the facilities that should be available to help the local people and to put new knowledge into practice.

In one county visited by the writer it was discovered, by proper study and education, that one of the best methods of disposing of the potato crop would be to form a local association.

The agent spent a good deal of time, covering the major portion of his activity for three months in the fall of 1950, organizing a Potato Growers Association, which would have as its purpose the purchasing of the facilities for packaging potatoes and grading them in peck containers. This cooperative action required a great deal of publicity, study, and promotion on the part of the agent over several years. His first approach to the problem was to call into his office five or six of the potato growers with whom he could work. These persons were told the story; if they thought it was a good idea the agent would go ahead and work with them in setting up an association. If they thought it was a poor idea they were to tell him and the matter was dropped. It was the opinion of this group that it was an excellent idea and action was to be taken immediately. Therefore, the county agricultural agent brought the group to East Lansing, and talked with the specialist there on the proposition of setting up a cooperative method of finance, method of operation, method of selling, etc. After this was done meetings were held with local people back home and the co-op was set up. This particular agent is now functioning as secretary of the group. He is doing a great deal of work with it; and

the need of the people for proper marketing facilities of that area is being met. It is being demonstrated that this type of selling will pay off to the farmers of the area. Already interest is being shown on the part of the group to hire a permanent secretary-treasurer, or manager, to operate the facilities for next year, relieving the agent of a great deal of the detail duties which he has assumed this year. This demonstrates his skill in doing a thorough job of selling and demonstrating the benefits that may be gained by cooperative action. Next year it is his hope that he will be able to practically step out of the picture and remain only as a consultant to the board of directors of the association.

The Dairy Herd Improvement Association, the Artificial Breeding Association, and many others set up by county agricultural agents throughout Michigan, are pretty much of the same pattern; that of interesting leaders, calling together individuals who would care to incorporate themselves for their mutual benefit, and then continuing as an advisor to the group after it is functioning with a board of directors, etc. This pattern has succeeded in bringing the facilities of better

agriculture to the people of the State of Michigan through Extension Service.

In all of this work it is necessary to contact individuals, to encourage them to sponsor, or to become members of some organization. In visiting farmers with county agricultural agents throughout this study it was discovered that they are continually encouraging the farmers to take the lead in their neighborhood in developing new practices, putting on demonstrations, and becoming parts of organizations, in order that they may encourage them to participate in the benefits of better farming.

After an organization has actually reached the point where it is going to be set up, most county agricultural agents ask for the assistance of extension specialists in drawing up constitutions, by-laws, assisting with the election of officers, etc. The training of the officers and the leaders of the groups is left largely up to the county agent. This is usually done on an individual basis, or by participating in the board of directors meetings. All agents act as secretaries to a great many organizations within the counties, such as the Soil Conservation Association, Fair Boards, Syrup Association and Potato Growers Association.

The Role of A Consultant

This is the role played by the county agricultural agents when giving advice, making recommendations and counseling with individuals or groups regarding various problems. As a consultant the agent's help is sought or requested. The agent is not the initiator of the contact. Three primary counseling situations are:

I. With individuals at their request.

A. In face to face contacts at the county agent's office.

On a state-wide basis county agricultural agents spent the major portion of their time as a consultant in this setting. In all of the cases but one visited in this research the agents also felt that counseling with farmers at the office provided them with their best opportunity to perform this role.

Information was supplied farmers out of the knowledge agents had in their minds, from bulletins published by Michigan State College, the United States Department of Agriculture and current publications.

Agents seemed to fall into two types as far as their consultation service to farmers at the office. First, there were four agents who supplied the answers in a very positive

form. They drew from long experience in the county and a thorough knowledge of local conditions gained from practical demonstrations and observation. The second type, represented by six agents were more cautious about their recommendations. They referred their clientele to bulletins, or promised to write them after they had had a chance to check with the college or a specialist when they came to the county. This type of an agent was very inclined to be conservative in giving advice especially if it was of a controversial nature. Farmers evidenced more satisfaction with the former groups of agents.

B. In face to face contacts at the farm, home, place of business or chance meeting place.

All ten of the county agricultural agents visited found in this situation a great opportunity for performing the role of consultant. The situations providing for performing the role of consultant were closely allied with the county agricultural agent's ability in performing the role of a salesman and promoter. It has been pointed out here that agents B_1 and C_1 were skillful in this respect. County agent B_2 in making a farm visit to a fruit grower was checking on rodent damage in a cherry orchard. By the time the visit had been completed

he had discussed spray injury, type of spraying equipment being used, planting trees on the contour, using mulch, and the use of "Nu-Green," a type of nitrogen fertilizer that is applied in the spray tank and applied as a spray. This type of approach illustrates the county agricultural agent's ability to anticipate future problems of the farmer and to be of assistance to him in solving these problems.

County agent E_1 took his soils testing laboratory over to one of the small town elevators in the county for a day. Here he tested soils and consulted with those who had samples on hand. Besides this, many farmers on routine visits to the elevator were given advice on many subjects. One subject that was prominent was the use of raw rock phosphate versus superphosphate. By being on hand the agent was in a position to give advice in a chance meeting situation. He was also observed in this role after he had made a speech at an REA meeting. Here he was asked concerning brush control with chemicals, dynamite ditching and adapted crop varieties. Most of these interviews began with a statement similar to "seeing you reminds me," and then the farmer asks his question.

All agents observed were approached on the street, at the service club, after meetings and on all other occasions for advice when they met people.

C. Over the telephone.

The telephone served as a major tool in the agent's consultation service. The farmer in this case initiated the action himself, thereby demonstrating his faith in the agent's ability. The number of calls to a county agent's office in one day of observation varied from 0 in the case of county agent A_2 to 15 calls in the case of county agent D_1 .

The farmers asked for information of a technical nature over the phone. The calls concerned amount of seed per acre, variety of seed to be sown, how to treat the pigs for worms, etc. Many calls necessitated follow-up visits to the farm when additional information was necessary. This was true in the case of questions regarding poultry and soils.

D. By personal correspondence.

The major function of personal correspondence in the role of consultant was to serve as a follow-up on telephone requests and farm visits. The farmer was supplied with details in writing regarding his previous request.

E. Analyzing soil, identifying weeds, looking up information requested but not in personal contact with others while performing this kind of counseling service.

Of the ten agents visited county agent D_2 spent the most time in the performance of this role. He tested all samples of soil and plant tissue that were brought to his office. He identified weeds and made detailed analysis of plans and pedigrees for the farm people of the county.

It was observed that agents who had been on the job a long time and in the county for many years found greater opportunity for this type of counseling service. This resulted from the fact that they had established a clientele over the years who had learned to come to them for advice. Newer agents found it necessary to intersperse the consultant role with the other "roles" more than older agents in every case visited but one.

II. With groups.

A. Attending meetings at the request of others where the primary function was an advisor to the group.

During the research the writer observed county agents A_1 , B_1 , C_1 , C_2 , D_2 , and E_1 performing this role.



A₁ was serving as consultant to an area planning group on the services and development most urgently needed by agriculture of the area.

B₁ was advising a newly-formed cooperative on better methods of marketing potatoes.

C₁ was meeting with teachers of veterans to advise them on the beef-cattle industry of the area.

C₂ met with the board of directors of the Artificial Breeding Association to advise on methods of selling their program and selecting new help.

D₂ met with the local service club to discuss coming public policy meetings.

E₁ met with the Agricultural teachers of the county to consult with them on setting up a soil judging clinic.

The above list of agents and the type of group they were serving as consultant illustrates the wide range of subject matter county agricultural agents are required to serve.

It has been pointed out in this discussion of roles that the agent in setting up a new service to farmers in his county spends much more time in the early stages in the

development of a new group than he does after the organization is perfected.

In the case of county agent C_2 in his relation with the Artificial Breeders Association, when the association was formed it was necessary to spend many hours per month on its development. At the time of this visit he was spending about two hours per month on this activity serving as a consultant. This fact illustrates how county agents find time to do new things and still carry on the old projects as long as they serve the needs of the people.

Certain projects formerly carried on in an active way by the agents were completely turned over to commercial interest or committees served only in an advisory capacity by the county agent. The silo project in agent A_1 's county illustrates this point.

In a span of two and one-half years he had done the selling, promoting and establishing the facilities to meet a very definite need of his people. At the time of the writer's visit he was serving only in an advisory capacity.

CHAPTER V

A COMPARISON OF DIFFERENCES IN THE WAY GROUP ONE AND GROUP TWO COUNTY AGENTS PERFORM THEIR ROLE

It is the purpose in this chapter to analyze differences in the pattern of the highly-successful county agents as compared to the other county agents.

The previous chapter described the way in which selected county agents performed their role. Throughout the chapter group one county agents were referred to as A, B, C, D, and E county agents. Group two county agents were referred to as A_2 , B_2 , C_2 , D_2 , and E_2 county agents.

Only those roles where fundamental differences between group one and group two county agents' methods of performance were detected will be considered in this comparison.

Planning and Coordinating the Extension Program

County Agents in Group one spent more time in looking over the county situation than county agents in group two. They assumed a position of positive leadership in the county

planning program. The formal planning group in group one counties was more wide-spread. Its membership embraced persons from all segments of the county population. Members came from the farm, the home and from business.

This type of planning group is illustrated by the type of planning program county agent A_1 had set up to promote the dairy industry in that county.

This committee had thirty-five members. It included farmers, local creamery operators and members of other United States Department of Agriculture Agencies in the county.

In county E_2 the planning for the dairy industry was done only by representatives of the dairy industry and the county agent. The dairymen were members of the Dairy Herd Improvement Associations and the Artificial Breeding Associations.

There appeared to be a direct relation between the type of planning organization in existence in the county and the type of organizations serving the people of the county. In those counties where the planning was done with special interest groups and others not directly related to farming organizations of the type not directly associated with the college extension projects evolved.

In the group one counties a close working relationship with other United States Department of Agriculture organizations and teachers of vocational agriculture existed.

Planning With County Staff Members

During the week of the writer's visit to the county only one case was observed where a group one agent did not hold a staff meeting. In contrast to this in no case did an agent in group two hold a meeting with his staff.

This fact seemed to be very significant not only from the standpoint of the planning procedure but as an indication of the agent's ability as an administrator. In those counties where an administrator did not hold staff meetings personnel problems were evident, friction between agents existed in all counties but one. This might indicate that the weekly staff meeting not only served a planning function but as a promoter of better personnel relationship at the county level.

Close ties between the County Agricultural Agents planning and other public agency representatives was noted in counties A₁, B₁, B₂, C₁, D₁, and E₁.

The only incident where a group two county agent was working closely with other representatives was in the case of county B₂. In all of the group one counties, county agents worked closely with other agency representatives. This was one method by which they spread influence to all agencies by acting as a consultant.

Other group two county agents spent some time in the public relations role. They planned with representatives of other government agencies, but were not as often asked to perform the consultant roles. This was because they had not been too active in the planning process and had not invited other Department of Agriculture representatives in to help them plan the over-all extension program.

Salesman of Information and Ideas

All group one county agents spent more time in the performance of this role than group two agents, based upon the observations of this writer while in their county. There was evidence of more initiative and originality on the part of group one county agents in their approach to the problem if

convincing persons to use the service than was evident on the part of group two county agents.

Group one county agents were less afraid of failure, or had more confidence in themselves, than group two county agents when performing the salesman's role.

On farm visits group one county agents would go over the entire range of farm problems. They were then in a position to offer advice and suggestions where need for improvement was evident.

All group one county agents and one group two county agent were skillful in creating in visitors an atmosphere of confidence and a desire to learn more about their farm problems. They discussed future meetings, obtained names of visitors and often offered to call at the farm if the visitor was a newcomer to the county, or to the office.

In the performance of this role a self-assured attitude on the part of the agent seemed essential to instill confidence in the visitor to the office or the farmer at the farm.



The Role of A Supervisor and Organizer of Events

In the performance of this role very definite differences were noted between group one and group two county agents. Group one county agents used local leaders to perform this role more often than did group two agents.

For example, county agent E₁ used this method when he set up a fruit growers' tour. He visited the president of his local association and talked over the proposed tour. It was agreed what each would do. The only definite responsibility taken by the agent was to send out the announcements of the meeting. The local leader took the responsibility of locating the stops for the tour and interesting local dealers in spray equipment and other orchard equipment in putting on demonstrations.

The county agent in this situation was released of the responsibility of working out complete details for the tour. This type of procedure illustrates the agent's ability to choose people with ability to promote and organize events for him. By this method he is free to carry on other duties, thus strengthening his position for services in the county.

County agent D₁ performed the role of organizer and promotor of events in the same way in connection with a sheep tour. County agent B₁ was in the process of making plans for a county-wide event. He used local leaders to carry out details.

In no instance were the group two county agents making as complete use of leadership on the local level in the performance of this role as in the case of the group one county agents.

The great difference or advantage in the way in which group one county agents performed the role of promoter and organizer of events was in the fact that they, by carefully planning with local leaders and others, were able to foresee troubles that might be ahead and thus could institute a course of action that would tend to forestall these troubles. They were then in a position to carry on more effectively.

All county agents carried on a program of publicity. Group one county agents were using the weekly column type of release that incorporated local people and events into the news.

The following news release issued by county agent D₁ is typical of this type of publicity.¹

"RAMBLING AROUND WITH COUNTY AGENT"

Applications for service for ten additional farms were approved at the last meeting of the Thornapple Grand Soil Conservation District Board. These approved applications include: Isaac Bursley, Guy Hutchison, Robert Clements, Jay Hodgman, C. R. Hale, Raymond Stankea and Alpha Sanders of Chester; Leigh Davis, owner--Robert Kind, operator, Roxand, J. Allen Caughey, Benton and Carl Schaibly, owner Harold Krieger, operator of Delta township. This means a total of 347 applications since the district was organized. Most of the time at this meeting was devoted to planning activities for the coming season. The district is backing a teachers training course in conservation. It is expected that such a course will be arranged for this fall with the cooperation of Harry Denison, county director of schools. It was decided to cooperate with extension and agricultural council in staging four meetings in June. These meetings are scheduled for June 1 and 4. Grassland farming, use of grass silage and topics in relation to erosion and gully control will be discussed. Two other meetings of that nature have been scheduled for August 6.

An air tour is planned for July 10 with the cooperation of Earl Gehman, Kalamo township flying farmer. It is hoped to arrange for demonstrations on dusting and seeding and to invite farmers to look over their farms from the air. More information will be available regarding all of these dates at a later date.

Other dates which should be of interest include the annual county sheep tour, June 5, dairy and farm building tour, June 8, Grass day on the Ralph Cook farm, Marshall, June 13. Preharvest twilight meeting on wheat June

¹ County Agent's Column, Potterville News, May 10, 1951.

19, and the annual Michigan Swine Breeders Type conference is scheduled for July 25 at the Fairgrounds.

* * *

Many farmers call at our office in regard for custom rates for 1951. A handy pamphlet was prepared a few years ago by the Michigan State College agricultural economics department. Recently, B. R. Bookout, agricultural economist, made a preview to find what the rates would be in 1951 compared with the published rates for 1948. Thirty percent of the farmers contacted indicated they expect to charge more in 1951. For such jobs as disking the rate is expected to be \$1.75 per acre. For combining around \$4.50. On account of farm labor shortages there undoubtedly will be a great demand for custom work this season. It is fortunate that enough machinery seems to be available at present to meet local needs. The pamphlet on custom rates is available at our office.

* * *

About 20 years ago Chancy May started with a registered Guernsey cow when he was a tenant on the Knapp farm in Eaton Rapids township. After Mr. May purchased his own farm his son, Waldo May, took over where his father left off. He has now been a successful tenant on this farm for 12 years. Twenty-six of his present Guernsey cows and heifers are descendants from the registered cow which his father bought 20 years ago. The herd now consists of a total of 40 registered Guernseys. The herd is on herd improvement registry work, the testing being done by Louis Milbourne of the South-Eaton Dairy Herd Improvement Association. The cows in this herd are of unusually good type and show a lot of dairy temperament. The records in the D.H.I.A. prove that because last year the herd average was 8167 pounds of milk and 402.1 pounds of butterfat. In addition to the Guernsey herd, 9 registered Angus cows are kept on one of the two farms operated by Mr. May and owned by Mr. Knapp.

Inquiring about the feeding methods it was found that grass silage had been fed for three years to a very good advantage. For two years molasses was added when the grass was blown into the silo, but last year no preservative was used and the alfalfa-brome and June clover

silage was of excellent quality. An excellent new seeding will be used for pasture. The mixture used was four pounds of brome grass, two pounds of ladino and five pounds of June clover. The young stock had just been turned out on a four acre field of reed canary grass which was seeded six years ago. To add to the cow comfort and cleanliness a concrete slab about 12 feet wide was constructed to the front entrance to the barn. This 240 acre farm apparently is a very successful enterprise with buildings and fences in good repair. It is also commendable as well as unusual to have landlord and tenants get along harmoniously for such a long period. Unquestionably this is not only an important factor as far as landlord-tenant income is concerned but also in considering the soil management, the farm buildings and the community as well.

* * *

Field work made slow progress for the week ending May 5. Inquiring about number of acres of oats planted at each farm stop during the latter part of the week it was found that only about 20 percent of the intended acreage for the county was planted. This survey included farmers in all parts of Eaton county. On the lighter soils most of the oats were planted but on the level conover loam soils very little farming had been done to date. However, with modern machinery the picture could change in just a very few days.

Wheat and pastures however, made rapid growth during the few warm days last week. A contented herd of dairy cows was noted on the Chas. Horn farm in Brookfield township. This herd was knee deep in rye pasture. Muck farmers also made some progress during the latter part of the week with some of the onion acreage being planted.

* * *

The 4-H Memorial Building fund was increased during the past two weeks with contributions from several communities. The East Hamlin Grow 'em, and Can 'em 4-H Club, Mrs. Vera Jackson, and Mrs. James Clarke, leaders, \$19.00; Potterville Electrical club, Mrs. Ralph Gidner, leader, \$5.00; Mr. and Mrs. Ralph Gidner, \$5.00; sale of papers from the Doane school, Benton, \$27.52. We

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are indebted to Lawrence Woodworth for hauling these to Lansing. Floyd Hawley, Hamlin, \$11.00; Ells school 4-H club, Mrs. Betty Williams and Mrs. L. H. Rhodes, leaders, \$5.00; Morrell Bros. John Deere, \$25.00; Grand Ledge Produce Company, \$25.00; Elbert Kelsey of Delta sent in \$25.00 from the Millet district. At a meeting of the Eaton Rapids town hall on election day \$200.00 was voted and has been accepted from the township treasurer, Henry Cady. We were pleased also to receive a total of \$180.00 from various harness horsemen who race their horses at our fair. Many people fail to realize that the harness horsemen too are interested in seeing the 4-H building erected. However, these contributors are residents of Detroit, Jackson and Howell areas.

The Role of An Organizer of Groups

County agents in group one organized and worked with more groups than county agents in group two. Group one agents reported that they worked closely with an average of $10\frac{4}{5}$ groups per county. The range was from 9 to 15 groups per county. Group two county agents worked with an average of $6\frac{1}{5}$ groups per county with a range from 5 to 7 groups. Groups as used in this summary are those associations of people on a formal nature with whom the county agricultural agent works closely, and who assist him in planning and carrying on his extension program in the county.

The difference in number of groups in the counties seemed to be due to the ability of the agent to identify needs

of people, and his willingness to assume a position of active leadership in seeing that these needs are filled through group action where necessary.

Illustrative of the lack of initiative on the part of group two county agents in forming new groups is this situation in county E_2 .

The Inseminator-Manager of the Artificial Breeding Association called at the county agent's office and discussed with the agent the need for a testing program in the county. He had contacted many of his clients in the Artificial Breeding program who wanted to have their cows tested for butterfat production. It was his opinion that they would like to try the "owner sample" method of testing. Besides having acquired the information that the desire for testing was present, he knew how many would be interested in joining an association, and he was willing to do the work should an association be formed.

Here county agent E_2 had been presented with the ideal setting to form a new group. He had potential membership, the need had been discovered, and a local person was willing to take the lead in forming the group and doing the work should the group be formed.

This county agent did nothing about it. A more aggressive agent would have gone into action and by securing a list of persons interested proceed through the various roles of salesman, organizer and facilitator to form an organization, or group, to meet an expressed need of his people.

In county C₂ the county agent faced a similar situation. He had a waiting list of twelve farmers who would like to test cows in the Dairy Herd Improvement Association. Rather than set up a new group with the twelve as a nucleus he did nothing. It is highly probable that with twelve members to start with a new group could be perfected very quickly.

In this same county the Soil Conservation district did not produce their own tree seedlings. They depended upon the tree nursery of an adjacent county to supply trees. The same situation existed in regard to the soil testing laboratory. A neighboring county was performing the service.

Each of these services were of vital importance to the people of the county. Tree planting was a major extension project and the agent was very interested in a soil building program.

The county agent, in directing persons away from the county to find services that could have been supplied in the extension program of his own county, weakens his program and cuts down on the number of persons who look to him for guidance in their farming program.

The Role of Consultant

The major difference between group one and group two county agents in the performance of this role was the ability of the group one agents to anticipate problems. In the case of county agents A_1 and C_1 when making farm visits to answer questions of a specific nature they would consult with the farmer regarding other phases of the farm program. County agent C_1 was called out to a farm on a building problem. Before he left the farm the farmer had consulted with the county agent on problems involving seed, poultry, dairy breeding, purchasing of feeder cattle, as well as problems regarding the poultry flock.

This agent's knowledge of farming practices applicable to the county was extremely sound. Others in the neighborhood had followed the county agent's advice and had been successful.

These factors, along with the friendly attitude of the agent, caused people to seek his advice.

CHAPTER VI

CHARACTERISTICS OF COUNTY AGRICULTURAL AGENTS

Self-image

It was found by observation and questioning that each county agent visited in this series of case studies had a "self-image." This self-image was a part of the concept the county agent had developed regarding his place in the social and economic structure of the community.

The self-image by county agents was most clearly manifest in his execution of the various roles in the performance of his job. Measures of the role performance were made by observation of the county agent on the job and by questioning him regarding his appraisal of the various roles played as a county agricultural agent.

The self-image of each county agent was influenced by the one of the three streams of influence which had the most effect upon his behavior pattern.

These three streams of influence were: (1) the avowed objectives of the Extension Service; (2) the organizational

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structure of the Service; and (3) the needs and desires of local people.

Those agents who were oriented toward the first two streams of influence felt that their job was to promote the programs sponsored by the institution and as long as they had fulfilled the desires of the Administrators of the Extension Service, they had done their duty as a county agricultural agent. Those agents influenced by the latter stream of influence, that of "the needs and desires of local people," felt that their obligations were not complete until these desires were met. For the purpose of this research the former group will be termed "inward-facing," and the latter group "outward-facing" agents.

The inward-facing agent's concept of his job was to do what would please the administrative authorities of the college, sometimes at the risk of not fulfilling the needs and desires of local people. All agents visited in this research except one felt that the chief role of an agent was to act as a consultant along with other minor roles. They also felt that it was their duty to supply facilities, when necessary, to carry out the advice they had given in the role of consultant.

In performing the role of consultant, county agents often advise farmers to use practices for which facilities are not available in their community. For example, farmers in a county might be advised to market eggs "on grade," when no grading station is available.

They might be advised to join an artificial breeding association or a dairy herd improvement association. If these associations are not available, then the county agent had as a part of his responsibility the job of making them available to the people of the county.

The agents in the inward-facing group, when faced by a problem of supplying facilities which could not be secured locally would ask for help from the College Extension Service. If the materials could not be found there, the agents felt that they had done their duty in having exhausted the facilities of the "structure," and they would drop the matter.

The outward-facing agents, often having exhausted the possibilities of solving the problem within the structure, are willing to go beyond the normal routine to find the answer.

County agent C_1 was faced with the problem of securing better beef sires for his county. After having learned

that desirable sires were located in a United States Department of Agriculture experiment station, he proceeded to go through regular channels to acquire the special sire. Having failed, he vowed he would go over the heads of all administrative personnel on up to Washington, if necessary, in order to get the desired sire for the people of his county.

County agent E_1 desired to put on a pasture improvement program in his county. He found the idea in the New England Greener Pastures Contest.

County agent A_1 sponsored a silo-building program through commercial channels as an incentive to a better pasture, feeding, and soil building program.

These examples illustrate that the agent who is oriented toward needs and desires of local people may at times become somewhat of a nonconformist in his zeal to uphold the self-image he has developed of himself as a champion of the people of "his" county.

As a result of this type of self-image those agents of the outward-facing type develop within their counties many groups that have as their purpose the fulfillment of needs peculiar to that county. Where the county agents of the inward

facing type tend to have the groups and facilities available in their county that come down through extension administrative channels.

A Case Study Description of the Self-image of
Ten County Agents Visited

County agent A₁. This county agent looks upon himself as a leader, promoter, and expediter. He is motivated by the needs and desires of the people of his county, and is willing to go beyond the limits of the structure of the organization to find the answer to the needs of his people if necessary. This county agent would be classified as an outward-facing county agent.

County agent A₂. This agent looks upon himself as a consultant, one whose duty it is to supply people with information upon their request. He was very inclined to feel that his duty had been fulfilled when he had offered the people of his county the services and technical assistance to be found within the existing organization structure of the Extension Service. This agent was an inward-facing agent.

County agent B₁. County agent B₁ looked upon himself as an expediter, salesman and consultant, one who searched out the needs of his county and community.

He had established new services through group action designed to fit the needs of local people. He was an outward-facing agent.

County agent B₂. His chief role was that of advisor consultant to groups and individuals within the county. He believed that the leadership supplied by groups in the county should be sufficient to meet the demands of the people. He was clearly an inward-facing agent.

County agent C₁. He was one who acts as a consultant, salesman and expediter. This agent set up many groups to fill the needs of the people in his county that were entirely different from those found within the administratively sponsored groups and services of the Extension Service. County agent C₁ was an outward-facing agent.

County agent C₂. This agent looked upon his primary role as that of a promoter. In his mind the greatest need of the rural people of his county was to try something new that

would raise their economic status. If answers to, and facilities available for, raising economic standards were not to be found within the service, this county agent was not disposed to set up new services beyond those provided within the organization of the Extension Service. County agent C_2 was an inward-facing agent.

County agent D_1 . This county agent looked upon himself as the number-one adviser to the county's number-one industry. He felt that the county agent must supply leadership as well as service as a consultant. This county agent worked closely with existing agencies in the county. He felt free to go beyond the existing structure of the Extension Service and had on several occasions gone contrary to the wishes of the administration in order to adhere to local custom and tradition. The wishes of "his" farmers were his paramount concern. He was an outward-facing agent.

County agent D_2 . County agricultural agent D_2 looked upon his chief role as that of consultant and expediter. He was willing to go beyond the formal organization of the Extension Service when necessary to find information pertinent to the

needs of his county. However, he was reluctant to set up services beyond the services offered by the Extension Service of the college. This agent was an outward-facing agent.

County agent E_1 . County agent E_1 looked upon his two chief functions as that of expediter and consultant. He looked upon his office as a place through which major events concerning the farm people of his county should flow.

County agent E_1 was closely allied with the formal organization of the Extension Service but would not conform to rules or suggestions he thought impractical just because they may have had official sanction. He was an outward-facing agent.

County agent E_2 . County agent E_2 looked upon his chief role as that of consultant to those who sought him out to seek his advice. He felt that within the organization could be found the services and information necessary to meet the obligations of his office within the county. County agent E_2 was definitely an inward-facing agent.

Summary of Self-image Characteristics of County Agricultural Agents

All county agricultural agents visited had a self-image. This self-image was influenced by their concepts of their places in the social and economic structure of the community.

The streams of influence which dominated their thinking also helped to determine their self-image. These three streams of influence were: (1) the avowed objectives of the extension service; (2) the organizational structure of the service; and (3) the needs and desires of local people.

Those county agents oriented toward the first two streams of influence were inclined to feel that their job was to fulfill the desires of the administrators of the service and that the facilities of the service were sufficient to meet the needs of the people. These agents were termed "inward-facing" county agents.

Those county agents who were influenced by the needs and desires of local people and were willing to go beyond the structure of the service to supply the facilities to meet these desires were called "outward-facing" county agents.

All group one county agents and one county agent in group two looked upon themselves as representatives of the local people. The nature of the extension programs in their counties indicated they looked upon themselves as champions of the local people.

Local people were used extensively in planning the extension program for the county. Group one county agents were constantly aware of the needs and desires of local people and the necessity for creating new facilities to fulfill these needs.

Group one county agents were outward-facing agents.

Group two county agents were less aware of the needs and desires of local people than group one county agents. They were so influenced by the objectives of the Extension Service and its administrators, as to feel that their main objective was to satisfy and fulfill the expectations of this group.

In general group two county agents were of the inward-facing type.

Intensity of Interaction

By intensity of interaction is meant the depth and frequency of contacts by county agricultural agents with their people. This was measured statistically by the number of farm visits to the same farm in a year and by questioning farmers regarding the county agent's visiting habits. In the cases studied, the writer observed the apparent freedom of exchange of ideas between the agent and persons he was interviewing. On farm visits the knowledge the agent had of the family situation, the farm, livestock and community activity of the family gave insight into the agent's intensity of interaction with the family.

Social and business activities were also observed in obtaining a measure of intensity of interaction.

Observation of the ten county agents in the performance of their roles indicated that a part of the pattern of success of county agents depended upon their ability to establish an intense pattern of interaction with the key people with whom they worked. This intensity of interaction enabled the county agent to establish contact with the people quickly and effectively because mutual confidence had been established. This is a

primary factor enabling county agents who have established an intense interaction pattern to get local leaders to assume an active leadership role in many different extension-sponsored activities.

It is difficult to measure the intensity of interaction of county agents by statistical method, but in the intangible measures of emotion and sentiment which often determine success for county agents, this factor is of great importance.

The number of farm visits made in a year by group one county agents averaged 533.8. The number of different farms visited averaged 241.4. Therefore, the average group one county agent made an average of 2.21 visits per farm where visits were made.

Group two county agents made an average of 362.2 farm visits per year. Of these visits 246.9 were to different farms. The average number of visits per farm visited was 1.46 visits per year.

Using number of visits to the same farm in a year as a measure of intensity of interaction, the figures taken from the 1950 statistical report indicate that group one county agents

have developed a more intense pattern of interaction than group two agents.

Observation and questioning in the case studies substantiated these figures and the validity of this criterion as a measure of intensity of interaction.

Case Study Results of the Interaction Pattern of the Ten County Agents Visited

County agent A_1 . Intensity of interaction was very high with a large number of persons. These included farmers, business and professional persons. The agent found over the years he had discovered five to ten persons with whom he had developed a close working relation. These persons constituted the "inner circle" of advisors. This group was the sounding board for proposed extension programs and policies in the county. Besides the inner circle of advisors, the county agent had many others with whom he worked on a less intense basis. These persons were scattered over the entire county.

County agent A_2 . This agent's intensity of interaction was very low. There was little evidence of interest on his part in the personal problems of people. He was oriented

toward the technical side of the job. The inner circle of advisors was comparatively small, with four other workers in the agricultural agencies of the county, along with two or three farmers serving in this capacity. There was little apparent evidence of a wide range of interaction among the farmers of the county.

County agent B₁. The interaction pattern of county agent B₁ was intense only with those persons on the job. There appeared to be no personal friendship or social activity pattern associated with the job. The inner circle of extension advisors came from the boards of directors of the various groups with whom the agent worked, plus leaders in business in the county. This county agent had developed a pattern of intensity of interaction based upon his sound technical advice. The result was a wide range of contact in the whole county.

County agent B₂. Very low intensity of interaction was evident in this county. The low intensity of interaction extended into the staff relationship within the office.

The personal element was not present in this agent's visits with people at the office or at the farm.

County agent C₁. This county agent had an extremely high degree of intensity of interaction. His knowledge of each family situation added to his ability to understand situations when advising with the farmer.

The extension advisory group consisted of a small group of key leaders in the county who served as directors of many associations serving farm people. Besides these key people, the county agent had developed an extremely wide clientele among the farm people of the county.

Social as well as economic aspects of the community added to this county agent's concept of his job and his intensity of interaction pattern was intensified as a result.

County agent C₂. This county agent's intensity of interaction was extremely low. He avoided becoming well acquainted with people for fear of becoming involved in their problems.

The people who planned with him were young and had not developed a strong position of leadership in the county. The county agent said that it was his intent to keep "leadership scattered and avoid overlapping among boards of directors."

This type of approach prevented the interaction pattern from becoming intense.

County agent D₁. The intensity of interaction of this county agent with the leaders of the county was very high. Over the years his sound advice and friendly attitude had attracted people to him. The leadership pattern was overlapping, with key leaders found in many different extension-sponsored groups and activities. Acquaintance with many farm people in all parts of the county was evident.

County agent D₂. This county agent was very reserved, but friendly. The pattern of interaction was intense with a very few people.

With others the relationships were on a pure business basis with very little regard to the total family picture.

There was no apparent evidence of a high degree of interaction in the work of this county agent.

County agent E₁. This county agent had an extremely high degree of interaction among the key leaders of his county. Included in this group were other workers of the Department

of Agriculture and the teachers of vocational agriculture in the high schools.

The depth of interaction among the other farmers and business men was comparatively great.

County agent E₂. The intensity of interaction of this county agent with persons in his county was extremely low. The only intensity of interaction observed was with two older 4-H Club boys, who were now farming.

Summary of Intensity of Interaction of County Agricultural Agents

A high degree of intensity of interaction was noted in the group one county agents as compared with group two county agents. The degree of intensity of interaction between the county agent and the people with whom he worked was very important in determining the speed with which agents could plan and expedite their programs. The greater the intensity the higher the efficiency of the agents was the rule.

The number of visits county agents made appeared to have a direct relation to the intensity of interaction. Group one agents averaged 2.21 visits per farmer visited in 1950.

Group two agents averaged 1.46 visits per farmer visited in 1950. The group one agents had a tendency to set up groups with interlocking directors. They provided in this way a small group of strong key persons with whom they consulted regarding all phases of the extension program in the county.

Group two county agents showed a tendency to spread leadership among new people and failed to keep the closely-associated group of key leaders. This tendency resulted in the lower rate of intensity of interaction.

CHAPTER VII

TECHNIQUES OF DOING THE JOB

Ways in Which Agents Work With Groups

All county agricultural agents carry on part of their work through groups of farmers, or urban people, with whom they have contact. Groups of people look to the county agricultural agent for help and guidance in their problems.

Groups are also used by county agricultural agents to facilitate the adoption of approved practices by farmers. Such groups include Artificial Breeding Associations, Dairy Herd Improvement Associations, and others designed to band together farm people for the purpose of securing services that they could not acquire alone. The objective of the agents in these cases is to make available technical assistance to the farmer. It is the hope of the county agent that through this action he may improve the economic and social status of his people.

Groups seemed to fall in two broad categories. The first type was those that were present in every county. These groups were a part of the total extension program of the United

States Department of Agriculture and Michigan State College.

Other groups of this type were the local units of government and the National Farm organizations.

Organizations of the number one type are:

The Artificial Breeding Associations

The Dairy Herd Improvement Associations

The County Board of Supervisors

Soil Conservation District

Farm Bureau

Grange

Farmers Union

The second type of groups with which agents worked were those developed over a period of time to meet a specific need of the people of the county. Groups of this type observed by the writer in the counties visited were as follows:

Maple Syrup Association

Forest Products Association

Red Dane Association

Potato Marketing Association

Pure Bred Cattle Association

Fat Stock Show Association

Rural Youth Camp Association

States Department of Agriculture and Michigan State College.

Other groups of this type were the local units of government and the National Farm organizations.

Organizations of the number one type are:

The Artificial Breeding Associations

The Dairy Herd Improvement Associations

The County Board of Supervisors

Soil Conservation District

Farm Bureau

Grange

Farmers Union

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Forest Products Association

Red Dane Association

Potato Marketing Association

Pure Bred Cattle Association

Fat Stock Show Association

Rural Youth Camp Association

An analysis of these two types of groups indicated the type of program agents were attempting to develop. Those agents who worked closely with the first type of group were fulfilling, to a large measure, the expectations of the farm organizations and the Extension Administration. They were, however, overlooking the needs of segments of the agricultural economy represented in their county whose problems are not being met by the state-wide administratively-sponsored group.

Some agents found it necessary to form new groups to meet a specific need in their county. The type of groups represented in the second listing are representative of groups of this nature. It could be assumed that this group of agents were more cognizant of the total agricultural economy in their area and were making more use of the group approach in solving this problem.

In county D₁ a comparatively large number of farmers are commercial producers of maple syrup. During the depression years this product was difficult to sell. The county agent called together a group of producers and discussed with them the possible solutions to their problems. Out of this meeting grew a campaign for membership, and the formation of a Maple

Syrup Association. The primary function of this association has been to assist in marketing syrup by probing the production of many producers and making it worth-while for larger purchasers of maple syrup to buy in the area.

In county C₁, a local association was formed to improve the local dairy and beef industry. This group was sponsored by the agent to meet a need of the people within the county for better sires.

In county B₁ a potato marketing association was formed to assist farmers of that county in realizing more profit from their crop of potatoes by providing group action for proper grading, packaging and marketing.

The Dairy Herd Improvement Associations and Artificial Breeding Associations and groups found in every county serve as a media through which county agents bring the benefits of better breeding and dairy farm management to their farm people.

General farm organizations were the group through which county agents worked to stimulate interest in general farm problems such as "farm policy," county zoning, and resource development.

In all instances the groups referred to had at their head a board of directors through which the agent worked. This enabled the agent to spread his influence over a larger group by promoting ideas through the boards of directors, and serving as their advisor.

**A List of the Groups Each Agent Visited In This Series
of Case Studies Reported**

County agent A_1 .

Farm Bureau

Dairy Herd Improvement Associations

Artificial Breeding Associations

Dairy Planning Committee

Home Economics Council

Agricultural Committee of Board of Supervisors

4-H Club Leaders Association

Soil Conservation Association

County agent A_2 . County agent A_2 worked with the following groups in the development of his extension program:

Artificial Breeding Associations

Dairy Herd Improvement Associations

Soil Conservation District

Beef Breeders Association

4-H Club Leaders Association

Agricultural Committee of the Board of Supervisors

County agent B₁. Groups used by county agent B₁ in
the performance of his job were:

Agricultural Committee of the Board of Supervisors

Potato Planning Committee

County Fair Board

4-H Council

Dairy Planning Committee

Farm Bureau

Grange

Soil Conservation District

Dairy Herd Improvement Association

Artificial Breeding Association

Potato Show Committee

County agent B₂. Groups used by county agent B₂ in
the performance of his job were:

Artificial Breeding Association

Dairy Herd Improvement Association

Farm Bureau

Grange

Farmers Union

Soil Conservation District

4-H Leaders Association

County agent C₁. Groups used by county agent C₁ in
his job were:

Land Use Planning Committee

Forest Products Association

Seed Growers Association

Red Dane Association

Artificial Breeding Associations

Dairy Herd Improvement Associations

Grange

Farm Bureau

Veterans Institute

Soil Conservation District

County agent C₂. Groups used by county agent C₂ in
the performance of his job were:

Artificial Breeding Associations

Dairy Herd Improvement Associations

Grange

Farm Bureau

Soil Conservation District

Fair Board

Conservation Club

County agent D₁.

Maple Syrup Association

County Agricultural Council

Farm Bureau

Grange

Junior Farm Bureau

4-H Fair

Soil Conservation District

United States Department of Agriculture Council

Muck Farmers

Cash Crop Farmers

Dairy Association

Beef Producers

Swine Producers

Sheep Producers

Poultrymen

County agent D₂.

Agricultural Committee of the Board of Supervisors

Grange

Farm Bureau

Artificial Breeders Association

Holstein Association

Beef Feeders Association

County agent E₁. Groups used by county agent E₁

were:

Muck Growers Association

Three Dairy Herd Improvement Associations

Fruit Growers Association

Stock Show Committee

Pure Bred Livestock Association

Hereford Association

Soil Conservation Association

Agricultural Committee of Board of Supervisors

4-H Council

County agent E₂. County agent E₂ used the following groups in the performance of his job:

Dairy Herd Improvement Association

Artificial Breeding Association

4-H Club Leaders Association

Farm Bureau

Grange

Home Economics Council

Ways in which group one and group two agents differed in the way they worked with groups are:

Administratively sponsored groups and national farm organization local groups were common to all counties visited. Groups of a local nature designed to meet the needs of the local people were more prevalent in the group one county agent counties than in group two.

Group one county agents worked with an average of ten and four-fifths groups per county. The range was from nine to fifteen groups per county.

Group two county agents worked with an average of six and one-fifth groups per county. The range was from five to seven groups.

Differences in number of groups per county were largely due to the ability of group one county agents to identify the needs of local people. Group two county agents were satisfied to achieve a reasonable degree of success with extension-sponsored groups.

Use of Leaders

One element common to the roles was the county agricultural agent's ability to identify and train local leaders to assume the leadership function in the planning and execution of an extension program.

All agents visited were aware of the importance of planning with local people. They recognized that the planning process begins with a small group of people who become convinced that the proposed action will provide them with desired ends. This group of leaders then become promoters and facilitators of the movement over an ever-widening group until the movement becomes a successful project through the county.

In county C_1 the county agent was in the process of securing a service for the people of the county in the form of brush spraying equipment. In obtaining this service he followed the following system of working through a local leader:

The county agent chose the chairman of the board of directors of the County Farm Bureau to make a proposal to the County Road Commission, that it make brush spraying equipment available to farmers through the township boards. This leader belonged to the following groups besides the Farm Bureau: The County Road Commission, The Dairy Herd Improvement Association, and the Artificial Breeders Association.

All of these groups were either directly connected with the extension office or had at some time asked the county agent for advice. In addition to the close ties as outlined above the local leader was in the process of building a new barn and the county agent had not only supplied him with plans for the structure but was in the process of getting a group of neighbors to form a barn raising "bee" to complete the construction of the barn.

In this situation the county agent had applied the following principles of leader choice:

1. He made his request to a person who understood the extension program.
2. He made his request to a person for whom he had rendered service, and was now helping.

3. Since the proposed program involved county-wide participation the choice of a well-known leader who was a member of the group that was to sponsor the program appeared wise because he had access to the group.
4. The leader was a member of the largest farm group in the county; therefore the request carried with it the weight of large numbers of people. As a result of proper leader choice in this case the county agent by the use of one person was able to sell an idea to local governing officials by making only one farm visit. The final adoption of the plan was put over without another personal appearance before the Road Commission.

County agent E_1 was in the process of organizing a spraying demonstration to be held in cooperation with a neighboring county. The group through which this event was to be sponsored was the County Fruit Growers Association. The county agent was to be busy on the night the group was to make plans. On the day previous to the planning meeting the agent visited the farm of the President of the Fruit Growers

Association. He discussed with him the type of meeting to be held and details for its conduct. The farm leader in this case agreed to take full responsibility for seeing that the demonstration was planned in detail. The agent was confident that, being a leading producer and community leader, this farmer would be successful in arranging for the meeting.

County agents were constantly aware of the importance of the local development of plans. By this process they were often able to identify, train and lead local leaders.

County agent E₁, discovered that some of the most effective leadership he was able to interest in the County Extension Service was to be found in nonfarm groups. The writer observed a meeting of the Youth Camp Council. This council was made up of five members. Two of the five were nonfarmers. One was a state employee who had a deep interest in youth. A second member and chairman of the committee was an employee of the local bank. These two persons seemed to be the motivating force in the committee. The bank employee had been a long-time friend of the county agent. They had worked on many community problems together and the agent had over the years looked to the leader for help and

guidance on all community problems. The state employee, although a very effective leader in the Youth Camp movement, had little interest in other extension programs.

In all counties where the work of county agents was observed by this writer the key leaders were to be found in the board of directors of the organizations serving agriculture in the county. It was observed further that there were a great many duplications in membership on these boards. Out of these duplications agents were able to identify the key leaders and use them when problems of a county-wide nature arose. These leaders had demonstrated their ability to lead in more than one field.

A Summary of the Leadership Pattern Observed in Each of the Ten Counties Studied in This Research

County agent A₁. Leadership was overlapping. Deep and intense associations were formed with key leaders. These leaders were often found on boards of directors and among the personnel of other government agencies within the county.

County agent A₂. Attempts were made to disperse the leadership among many people. There were few duplications

among the membership of boards of directors and the intensity of interaction with local leaders was low.

County agent B₁. Leadership was vested in a few outstanding leaders who appeared on many boards of directors. Effort was put forth to find new leaders among the younger people of the county.

County agent B₂. Leadership was very concentrated in the boards of directors of local groups. A very few associations with less prominent leaders were noted.

County agent C₁. Ten to fifteen persons occupied the chief position in the leadership pattern of the county extension activity. Many other leaders assisted in a minor capacity.

County agent C₂. Duplication of leadership in many organizations was discouraged by this county agent. Attempts were made to distribute positions of leadership among many different people.

County agent D₁. Major leadership positions were occupied by ten to fifteen people in the county as far as the extension program was concerned. Younger and less experienced

leaders assisted in the less important positions of leadership.

County agent D₂. Leadership patterns were not clearly defined in this county. The county agent assumed many leadership positions along with a very few local leaders.

County agent E₁. Leadership positions were assumed by a very limited number of key people. Many minor leadership positions were created to bring young and inexperienced leaders into the extension leadership field.

County agent E₂. Leadership was limited because of the few positions for leadership created in the extension program. Older youth were used as leaders of the youth program.

Comparison of Group One and Group Two County Agents in Their Use of Leadership

Group one county agents made a more intense use of key leaders than group two agents. Duplication of leaders on boards of directors did not disturb them. They kept younger men and women coming into the leadership positions by encouraging them to accept minor positions of leadership.

Group two county agents made a more deliberate attempt to distribute leadership positions. The pattern of interaction with local leaders was not as intense as with group one county agents.

Social System of Obligations

In our culture it seems there is a code of ethics that governs some aspects of social interaction. We tend to repay those who have helped us, or persons who are close to us. Throughout this research it was observed that all county agents relied upon this social system of obligations in their relationships with local people.

The degree of dependence upon the social system of obligations varied from county to county, but it was evident in all counties.

The intensity of interaction pattern of county agents was closely associated with this concept. Those agents who followed the pattern of very intense interaction had a tendency to rely more on the system of social obligations than those who had a low intensity of interaction.

The system involves the principal of mutual service.

It was especially evident in the choice of local leaders.

As stated in Chapter IV of this report county agent B₁ chose a person to assist him in the leadership role for whom he had done many things. Besides the things that had been done in the past the agent was in the process of planning to arrange a barn raising "bee" for him.

In this case the county agent had placed the leader in a position where it was difficult for him to refuse to serve, partially because he was obligated to the county agent for past favors and services beyond those usually expected of a county agricultural agent.

County agent D₁ visited a farmer in his county to arrange for a meeting. The farmer was a member of the township board and had custody of the town hall. When the county agent asked for the use of the building he was sure he would not be refused. The writer asked why he was so sure; the answer was, "I have done many things for this farmer. Probably the one he appreciated most was the time I picked out a herd of cattle for him."

In the county used as the trial county preceding the series of ten case studies included in this report the county agent relied on the system of obligations outlined. He had lived in the town many years and the people who came to the town about the same time he did became his very close friends over the years. The public relations man in the largest factory in town was the former superintendent of schools. His family and the county agent's family were closely allied socially. When it came time to solicit money for a soils testing laboratory the public relations man was influential in having his company donate three hundred dollars to the project.

The local banker was a close friend of the county agent. They had developed a system of mutual help for each other. The families made trips together and were very close in a social way. This banker was one of the key leaders in the 4-H Club Youth Camp. It would seem logical that a large portion of this interest came from the fact that the leader felt a close personal interest in the county agent as an individual.

This system of obligations was used more extensively by county agents who had been in their counties for several

years than by county agents who had been in the county only a few years.

The system of social obligations as used in the report also refers to those forces that motivate people to contribute to the community good and social welfare. Such actions were evident when county agents were successful in obtaining money for buildings, conducting public policy meetings, and promoting the general welfare of the community.

Many persons assisted in these types of enterprises who were not in a position to receive special favors and for whom the county agent had not in the past performed special services.

Other Observations

Table III summarizes a few other observations made while the writer was visiting the ten county agricultural agents selected for this study.

This table indicates that group one agents hold regular staff meetings in four out of five cases visited, where group two county agents in no instance were observed holding a staff meeting.

County

S
M

A₁

B₁

C₁

D₁

E₁

A₂

B₂

C₂

D₂

E₂

TABLE III

County	Staff Meeting	No. of Farms Visited in a Day	Time of Arrival at Office	News Releases
<u>Group One</u>				
A ₁	Yes	9	8:00	regular
B ₁	No	5	9:00	regular
C ₁	Yes	6	8:00	regular
D ₁	Yes	6	8:00	regular
E ₁	Yes	8	8:30	regular
<u>Group Two</u>				
A ₂	No	5	9:00	regular
B ₂	No	4	9:00	regular
C ₂	No	4	9:00	regular
D ₂	No	5	9:00	regular
E ₂	No	3	9:00	regular

This observation carried with it some indication that the group two agents were not only not making use of an effective planning device, but that in many cases the personnel relationships within the office were weak. In three of the counties with group two agents it was evident that friction existed between county office extension personnel.

The group one agents were willing to put more time in on the job. In all cases but one the group one agents arrived at their office before 9:00 a.m., while this was the hour of arrival at the office for all group two county agents. The average group one agent made a total of six and four-fifths farm visits per day of farm visitation work, while the average group two agents made four and one-fifth visits per day of farm visitation.

These figures indicate that group one agents have the habit of working longer hours and making more visits than group two county agents in the counties included in this study.

There was no apparent difference in the method of making news releases between group one and group two county agents. However, the number of releases in group one counties was greater.

Each group one county agent had in his county some special event of a more or less spectacular nature with which he had become identified.

County agent A_1 was closely identified with a silo building and land improvement program.

County agent B_1 was closely identified with a new and growing potato marketing cooperative and dairy development program.

County agent C_1 had as his chief interest the improvement of the buildings and dairy herds in his county.

County agent D_1 sponsored the county fair and was in the process of erecting a 4-H Club building on the grounds.

County agent E_1 sponsored each year a special event in connection with soil building, conservation, and improvement.

In only one incident had a group two county agent positively identified himself with this type of program. This was county E_2 where the youth actively connected with the county fair and its buildings and the 4-H Club camp were of primary interest to him and the people of the county.

The value of these types of program was considered by the county agents to be the fulfillment of a community need.

However, it added to the satisfaction agents received by being identified with a positive program the results of which can be measured in quantitative terms.

CHAPTER VIII

SUMMARY AND CONCLUSIONS

Summary

An analysis of the statistical data submitted by the county agricultural agents in their annual report forms E.S.21 does not supply sufficient insight into the way in which group one and group two county agents perform their role. To supplement this data and other information available controlled field observation of certain aspects of the way in which county agents did their job was conducted.

This was done by the writer in the form of case study reports from ten selected counties. The counties were chosen in pairs on the basis of the extension work load potential in their county and the county agent's work effectiveness.

The writer spent from four to five days in each county observing the following:

- I. Details of carrying out the various roles that have been identified as crucial to the job of county agricultural agent.

These roles, identified by John T. Stone as crucial to the job, were used as a basis for this study. They were:

- A. Role of Student.
- B. Role of Public Program Administrator.
- C. Role of Salesman of Information and Ideas.
- D. Role of Organizer and Supervisor of Events.
- E. Role of Organizer of Groups.
- F. Role of Facilitator-expediter.
- G. Role of Consultant.

II. The following characteristics of county agents were also observed:

- A. Self-image on the job.
- B. Inward- and outward-facing agents.

III. The following elements of the way in which county agents do their job were observed.

- A. Working with groups.
- B. Use of local leadership.
- C. Social system of obligations.

IV. The following differences were noted between the way group one and group two county agents perform their role:

- A. Group one county agents made more use of local people in planning and coordinating the extension

program. Their choice of persons to help plan the programs included persons from a wider range of industry, agriculture, and government agencies than in the case of group two county agents.

B. Group one county agricultural agents were also more positive in the way in which they identified community needs than were the group two county agents.

C. Planning with staff members was more positive and effective with group one than with group two agents. Lack of ability to get along with people may have been the key to some difficulty in planning with staff members on the part of the group two county agents. Good personnel relationships were closely related to successful planning on the part of staff members.

D. Group one county agents were superior to group two county agents in the role of salesman of information and ideas. The characteristics of the agents that appeared to enable them to perform the salesman role better than the group two county agents were: initiative, originality, less fear of failure, and a positive approach.

- E. In the role of supervisor and organizer of events the group one county agents made more extensive use of local leaders than group two county agents. This type of procedure and the ability to choose key leaders released them from a great deal of detail and permitted them to spend more time in initiating new events and county programs.
- F. Group one county agents made more use of the weekly column type of publicity than group two county agents. Group one agents also issued a greater number of special releases than group two county agents.

The Role of Organizer of Groups

Great difference was noted in the performance of this role between group one and group two county agents. Group one county agents had organized an average of ten and four-fifths groups while group two county agents worked with an average of six and one-fifth groups.

The difference was due to the fact that group one county agents were willing to go beyond the existing organizational structure of extension-sponsored groups and set up groups to

meet specific needs of the people in their county. They were also capable of performing the leadership role to the extent of identifying local community needs.

As consultants group one county agents were able to attract many more people than group two county agents. Visitors to the average group one agent's office numbered 1,676.5 and telephone calls numbered 2,184.4 as compared to 943.2 office visitors and 832 telephone calls for group two agents.

The efficiency of group one county agents in their performance of the other roles, plus their intensity of interaction and positive knowledge of farm practice, were responsible for the larger number of farmers who were initiated to action to obtain their advice.

Comparison of Self-image Characteristics of Group One and Group Two County Agents

All group one county agents were of the outward-facing type. They were influenced by the needs and desires of local people. Their programs were built around the desire to provide the facilities to meet the needs and desires of the local people, even if it meant securing resources available outside county and extension organization structures.

Group two county agents were less aware of the needs and desires of local people. They were of the inward-facing type largely influenced by the objectives and structure of the extension service.

The desire of group one county agents to fulfill the desires of local people often leads to their becoming nonconformists as far as the extension administration was concerned.

Intensity of interaction was much higher among group one than group two county agents. Group one agents made more repeat visits to key farmers and leaders than group two agents. The average number of visits per farm visited was 2.21 while for group two county agents the average number of visits per farm visited was 1.46 per year. The intensity of interaction was closely associated with the self-image pattern and the way in which county agents worked with local people.

Leadership

Group one county agents used key people as local leaders in many different leadership positions. They were not as insistent in spreading leadership over a wide number of persons as were group two county agents.

Social System of Obligation

It appeared evident that county agents made use of the system within our culture that provides for mutual service.

The county agents were inclined to ask special favors from those farmers for whom they had performed a special service.

This system was observed more often in group one than in group two county agents.

The use of the system of obligations was also closely identified with intensity of interaction. The longer a county agent had been in a county the more often this system was put into use. This use resulted from larger numbers of contacts within the county.

Conclusions

On the basis of this research it is obvious that the way in which county agricultural agents perform their seven occupational roles affects their efficiency as county agricultural agents.

Those county agents who are of the outward-facing type are more aware of the needs and desires of local people. The

fulfillment of these needs and desires is the final motivating force in their decisions regarding extension activity.

Inward-facing county agents were less effective in terms of identifying local needs of farm people. Therefore their programs were less effective in solving local problems.

Characteristics of county agents appeared to be fully as effective as methods of doing the job in achieving desired goals.

The group one county agricultural agents had a self-image that identified them positively with the local community and its needs. This desire on the part of county agricultural agents to be of service to people in a fundamental factor for success. The intensity of interaction and social system of obligations applied by county agents appeared to be positively identified with success in the counties visited.

The ability of county agents to be flexible in the development of their program was of primary importance. This flexibility includes the ability to develop new ideas and concepts of their job as the needs of people change with changing economic and social conditions.

Need for Further Research

From the observations of this writer while gathering data for this report there is need for research in the following fields:

1. This research attempted to identify certain factors essential to the success of county agricultural agents by case studies of the county agents themselves. A field study in the county with the people the county agricultural agents serve might provide insight into the factors of success, and provide further insight to supplement the data now at the committee's disposal.

2. There is an obvious need for further study and development of a unified extension program at the county level. Three administrative levels, county agent work, home economics work, and 4-H Club work, leading directly from state to county level, in some instances lead to the development of three separate programs in the county and often results in conflicting personnel relations.

3. Certain characteristics of county agents appeared to be essential to success in the field. These included, the ability to make positive and quick decisions, an open and friendly

attitude toward people, and a desire to help people with the solution of their problems. Research to determine to what extent these characteristics can be taught in an extension training program would be of value in the training and recruiting program.

4. Further study directed toward the development of an in-service training program, for prospective county agricultural agents, similar to that now being used in the field of teacher training would provide insight into the effectiveness of this method as an extension personnel training device.

5. There is need for the development of improved supervisory techniques, to strengthen the service at the county level and improve personnel relations at the county level.

APPENDICES

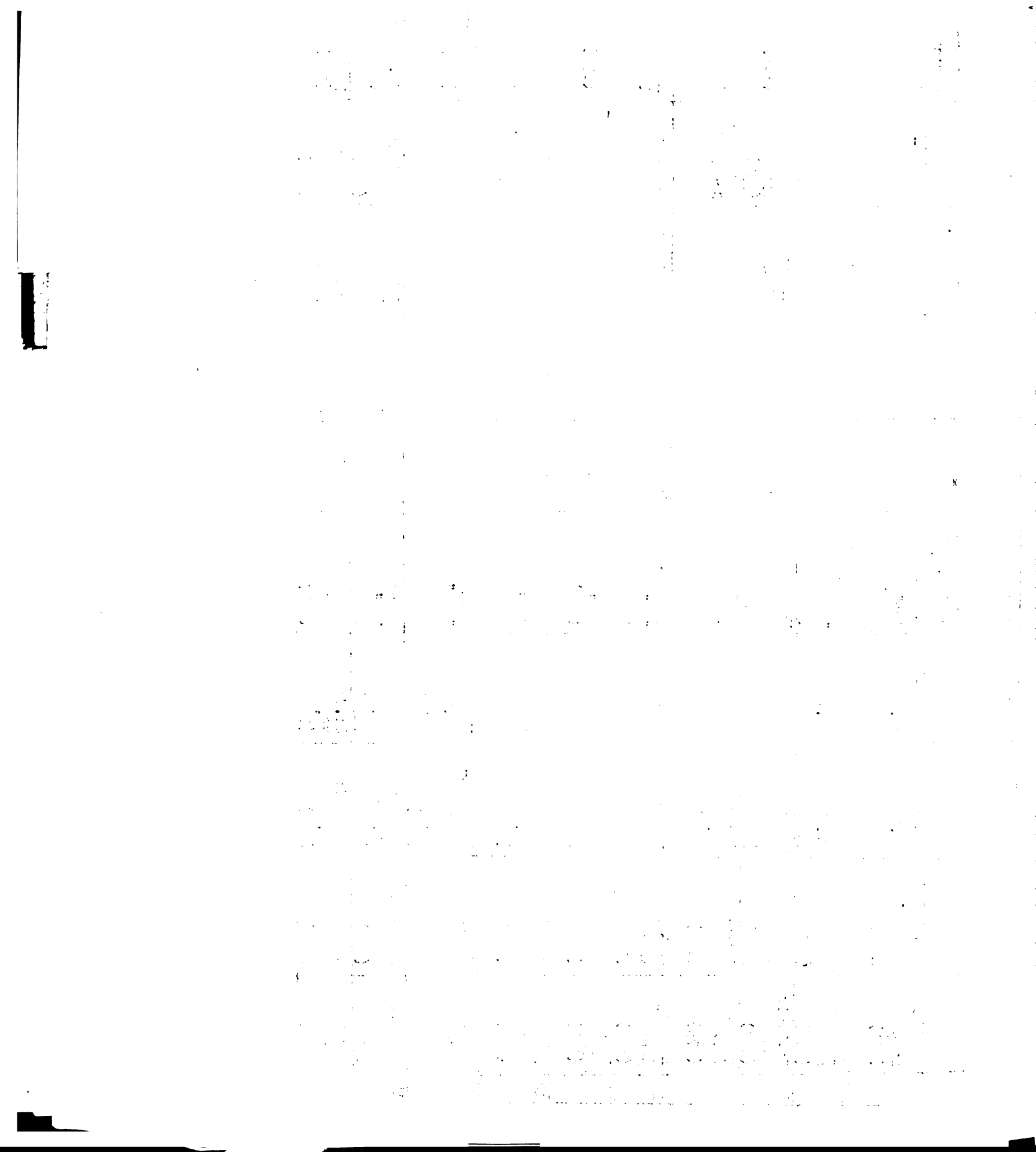
- A. County Classification Chart**
- B. Annual Statistical Report**

COUNTY CLASSIFICATION CHART

EXPLANATION		PREPARED		WEIGHTING OF FACTORS	
(12345).....Percent of Average of State		OCTOBER '45		Factors	
"12345".....Percent of Average of Respective Group		SOURCE		Weights	
12345.....Actual Numbers except for * Columns		1940 CENSUS		Total Farms.....2	
* 6 columns...Three ciphers (000) omitted				Commercial Farms.....2	
				Rural Population.....1	
				Urban Population.....1	
				Farm Income Average 1929-39.....4	
				Area.....1	

NO.	TOTAL FARMS	COMMERCIAL FARMS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPULATION DATA % OF AVG.	* FARM INCOME 1929	* FARM INCOME 1939	COMPOSITE OF FARM INCOME % OF AVG.	* AREA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
1	Kent 5623 (225)	Sanilac 3866 (270)	Oakland 110,962 (462)	Wayne 1,929,781 (289)	Kent "127" (247)	Lenawee 9308	Huron 7671	Lenawee (258)	School-craft-- alger 1351 (280)	Kent (228)
2	Saginaw 5362 (215)	Huron 3628 (254)	Wayne 85,842 (357)	Kent 169,191 (289)	Saginaw "119" (221)	Berrien 8127	Sanilac 7351	Berrien (238)	Luce- Mackinac 1254 (256)	Saginaw (222)
3	Berrien 5324 (213)	Saginaw 3375 (236)	Kent 77,147 (321)	Genesee 154,920 (289)	Oakland "114" (221)	Allegan 7960	Berrien 7003	Huron (237)	Marnette 1178 (244)	Berrien (210)
4	Genesee 5281 (211)	Tuscola 3148 (220)	Genesee 73,024 (304)	Oakland 143,106 (289)	Genesee "111" (216)	Saginaw 7658	Lenawee 6790	Sanilac (229)	Chippewa 1011 (210)	Lenawee (196)
5	Sanilac 4397 (196)	Lenawee 3094 (216)	Macomb 59,412 (247)	Ingham 87,459 (299)	Berrien "106" (207)	Kent 7447	Tuscola 6825	Saginaw (224)	Houghton- Keeweenaw 1007 (209)	Sanilac (195)

NO.	TOTAL FARMS	COMMERCIAL FARMS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPULATION DATA % OF AVG.	FARM INCOME 1929 *	FARM INCOME 1939 *	COMPOSITE OF FARM INCOME % OF AVG.	* AREA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
6	Allegan 4775 (191)	Kent 3043 (213)	Berrien 48,102 (200)	Saginaw 82,794 (289)	Macomb "95" (186)	Tuscola 7438	Saginaw 6690	Tuscola (224)	Alcona- Oscoda 795 (165)	Oakland (188)
7	Tuscola 4590 (184)	Berrien 3006 (210)	Saginaw 47,674 (198)	Muskegon 63,744 (289)	Tuscola "94" (182)	Huron 7416	Kent 6183	Kent (214)	Iron 766 (159)	Huron (188)
8	St. Clair 4533 (182)	Allegan 2911 (204)	Kalamazoo 45,988 (191)	Calhoun 57,051 (275)	Wayne "128" (188)	Sanilac 7270	Allegan 5472	Allegan (211)	Delta 755 (157)	Tuscola (182)
9	Ottawa 4369 (175)	Ottawa 2808 (196)	Jackson 43,452 (181)	Kalamazoo 54,097 (261)	St. Clair "125" (177)	Washtenaw 7085	Monroe 5459	Ottawa (193)	Yalkaska- Crawford 721 (150)	Genesee (181)
10	Van Buren 4348 (174)	St. Clair 2541 (178)	Ingham 43,157 (180)	Jackson 49,656 (240)	Sanilac "90" (176)	Ottawa 6872	Ottawa 5333	Washtenaw (192)	Gogebic 712 (148)	Allegan (178)
11	Lenawee 4186 (168)	Monroe 2506 (175)	Monroe 40,142 (167)	Macomb 48,226 (233)	Ottawa "86" (168)	Macomb 6324	Macomb 5145	Monroe (131)	Missaukee- Roscommon 695 (144)	Macomb (176)
12	Monroe 4165 (167)	Gratiot 2408 (168)	Washtenaw 38,874 (162)	Bay 47,956 (231)	Lenawee "86" (167)	Monroe 6047	Washtenaw 5132	Macomb (180)	Otsego- Montmor. 694 (144)	Ottawa (172)
13	Huron 4155 (166)	Eaton 2365 (165)	Houghton- Keeweenaw 38,459 (160)	Washtenaw 41,936 (202)	Calhoun "116" (164)	Van Buren 6042	Oakland 4603	Gratiot (166)	Menominee 660 (137)	Washtenaw (166)
14	Oakland 4036 (162)	Hillsdale 2362 (165)	Calhoun 37,155 (155)	Berrien 41,015 (198)	Huron "85" (163)	Clinton 5956	Gratiot 4593	Clinton (163)	Sanilac 615 (128)	St. Clair (164)
15	Macomb 3969 (159)	Lapeer 2311 (162)	St. Clair 36,359 (151)	St. Clair 39,863 (192)	Allegan "83" (161)	Gratiot 5955	Lapeer 4580	Ionia (161)	Baraga 579 (120)	Monroe (161)



NO.	TOTAL FARMS	COUNTY FARMS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPU- LATION DATA % OF AVG.	* FARM INCOME 1929	* FARM INCOME 1939	COMPOSITE OF FARM INCOME % OF AVG.	* AREA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
16	Montcalm 3635 (148)	Maccomb 2305 (161)	Lenawee 35,959 (150)	Marquette 32,232 (155)	Ingham "113" (160)	Eaton 5377	St. Clair 4511	Eaton (160)	Oakland 561 (116)	Calhoun (152)
17	Hillsdale 3601 (144)	Clinton 2286 (160)	Allegan 33,885 (141)	Ottawa 26,422 (127)	Jackson "111" (158)	Ionia 5787	Ionia 4426	Van Buren (160)	Osceola 1/2 Lake 555 (115)	Wayne (150)
18	Wayne 3552 (142)	Montcalm 2232 (160)	Ottawa 33,238 (138)	Gogebic 21,041 (101)	Monroe "110" (156)	Hillsdale 5768	Clinton 4383	Lapeer (156)	Kent 552 (115)	Jackson (149)
19	Calhoun 3523 (141)	Shiawassee 2185 (153)	Tuscola 33,624 (136)	Dickinson 20,579 (99)	Washtenaw "109" (154)	Montcalm 5462	Eaton 4282	Hillsdale (153)	Nowaygo 548 (114)	Ingham (149)
20	Lapeer 3444 (138)	Bay 2133 (149)	Muskegon 30,757 (128)	Delta 19,802 (95)	Bay "105" (149)	Lapeer 5378	Shiawassee 4174	St. Clair (153)	Allegan 531 (110)	Kalamazoo (141)
21	Jackson 3386 (136)	Ionia 2101 (147)	Van Buren 30,366 (126)	Monroe 18,478 (89)	Kalamazoo "105" (149)	Shiawassee 5368	Van Buren 4165	Oakland (150)	Huron 526 (109)	Van Buren (140)
22	Washtenaw 3386 (135)	Washtenaw 2087 (146)	Sauilac 30,114 (125)	Shiawassee 17,551 (85)	Van Buren "93" (131)	Ingham 5276	Hillsdale 4041	Shiawassee (150)	Tuscola 622 (108)	Gratiot (137)
23	Eaton 3554 (134)	Van Buren 2077 (145)	Huron 29,960 (125)	Lenawee 17,151 (83)	Shiawassee "88" (125)	St. Clair 5193	Genesee 4012	Montcalm (143)	Saginaw 520 (108)	Eaton (135)
24	Gratiot 3346 (134)	Genesee 2019 (141)	Bay 27,025 (113)	Chippewa 15,847 (76)	Eaton "88" (124)	Genesee 5035	Jackson 3996	Ingham (142)	Mason 1/2 Lake 499 (104)	Bay (134)
25	Shiawassee 3246 (130)	Calhoun 1947 (136)	Lapeer 26,751 (111)	Gr. Trav. 14,455 (70)	Gratiot "88" (124)	Jackson 4998	Calhoun 3974	Jackson (141)	Ontonagon 485 (101)	Lapeer (134)
26	Bay 3190 (128)	Isabella 1892 (132)	Ionia 25,229 (105)	St. Joseph 13,924 (67)	Hillsdale "87" (123)	Oakland 4946	Wayne 3794	Calhoun (140)	Dickinson 484 (100)	Hillsdale (133)

NO.	TOTAL FIRMS	COUNTRY CLUB FIRMS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPU- LATION DATA % OF AVG.	* FARM INCOME 1929	* FARM INCOME 1939	COMPOSITE OF FARM INCOME % OF AVG.	* AREA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
27	Clinton 3141 (126)	Jackson 1828 (128)	Shiawassee 23,656 (98)	Houghton- Keeweenaw 13,176 (64)	Montcalm "87" (123)	Calhoun 4910	Bay 3773	Genesee (139)	Lenawee 483 (100)	Shiawassee (132)
28	Barry 3111 (125)	Branch 1819 (127)	Montcalm 23,260 (97)	Alcona 12,308 (62)	Muskegon "161" (121)	Branch 4534	Ingham 3735	Kalamazoo (138)	St. Clair 474 (92)	Clinton (131)
29	Ionia 3041 (122)	Ingham 1809 (127)	Hillsdale 22,711 (95)	Eaton 12,503 (60)	Ionia "82" (116)	Kalamazoo 4383	Montcalm 3627	Bay (123)	Cheboygan 464 (96)	Ionia (131)
30	Ingham 2999 (120)	Oakland 1793 (125)	Clinton 22,249 (93)	Ionia 10,481 (51)	Clinton "81" (114)	Barry 4350	Isabella 3456	Isabella (122)	Washtenaw 458 (95)	Montcalm (130)
31	Kalamazoo 2909 (116)	Barry 1714 (120)	Gratiot 21,964 (91)	Midland 10,329 (50)	Lapeer "75" (106)	Isabella 4282	Kalamazoo 3334	Branch (120)	Montcalm 456 (95)	Isabella (107)
32	Newaygo 2799 (112)	Kalamazoo 1484 (104)	Eaton 21,621 (90)	Gratiot 10,241 (49)	Branch "131" (98)	Bay 4064	Branch 3129	Barry (117)	Calhoun 454 (94)	Branch (105)
33	Branch 2792 (112)	Livingston 1428 (100)	Branch 18,502 (77)	Menominee 10,230 (49)	Isabella "131" (98)	Livingston 4025	Barry 3073	Wayne (113)	Jackson 451 (94)	Barry (104)
34	Isabella 2619 (105)	Newaygo 1421 (99)	St. Joseph 17,825 (74)	Wexford 9855 (43)	Barry "131" (93)	Wayne 3380	Livingston 2809	Livingston (107)	Lapeer 422 (88)	Muskegon (99)
35	Cass 2466 (99)	Cass 1342 (94)	Isabella 17,569 (73)	Schoolcraft Alger 9808 (47)	St. Joseph "115" (86)	Cass 3357	St. Joseph 2657	Cass (93)	Presque I. 419 (87)	Livingston (90)
36	St. Joseph 2336 (94)	St. Joseph 1327 (93)	Barry 17,438 (73)	Mason Lake 8701 (42)	Newaygo "112" (84)	Oceana 3144	Cass 2588	St. Joseph (91)	Genesee 412 (85)	Newaygo (88)
37	Oscoda Lake 2278 (91)	Osceola 1314 (92)	Livingston 17,115 (71)	Manistee 8494 (42)	Cass "108" (80)	St. Joseph 3142	Newaygo 2315	Newaygo (83)	Van Puren 388 (80)	St. Joseph (88)

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NO.	TOTAL FARMS	COUNTY FARMERS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPULATION DATA % OF AVG.	* FARM INCOME 1929	* FARM INCOME 1939	COMPOSITE OF FARM INCOME % OF AVG.	* AREA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
38	Muskegon 2277 (91)	Osceola 1/2 Lake 1268 (88)	Cass 16903 (70)	Isabella 8413 (41)	Livingston "104" (78)	Newaygo 2935	Mecosta 2129	Mason 1/2 Lake (81)	Wayne 338 (80)	Cass (85)
39	Livingston 2236 (90)	Mason 1/2 Lake 1173 (82)	Newaygo 16,766 (70)	Allegan 7954 (38)	Houghton- Keeweenaw "101" (76)	Mason 1/2 Lake 2744	Muskegon 2012	Osceola 1/2 Lake (81)	Hillsdale 385 (80)	Osceola 1/2 Lake (80)
40	Mecosta 2144 (86)	Wayne 1153 (81)	Midland 16,765 (70)	Branch 7343 (34)	Mecosta "96" (72)	Osceola 1/2 Lake 2725	Oceana 1973	Oceana (76)	Berrien 371 (77)	Houghton- Keeweenaw (79)
41	Midland 2113 (85)	Oceana 1094 (77)	Osceola 1/2 Lake 15,708 (65)	Iron 7057 (34)	Midland "93" (70)	Mecosta 2853	Osceola 1/2 Lake 1894	Mecosta (74)	Ionia 368 (76)	Mason 1/2 Lake (73)
42	Oceana 2015 (81)	Menominee 1042 (73)	Marquette 14,912 (62)	Hillsdale 6381 (31)	Osceola 1/2 Lake "93" (70)	Menominee 2396	Mason 1/2 Lake 1899	Muskegon (68)	Ogemaw 367 (76)	Menominee (75)
43	Menominee 2002 (80)	Midland 930 (65)	Oceana 14,812 (62)	Emmet 6019 (29)	Mason 1/2 Lake "92" (69)	Midland 2319	Menominee 1764	Menominee (65)	Clare 366 (76)	Mecosta (74)
44	Mason 1906 (76)	Muskegon 924 (65)	Menominee 14,653 (61)	Cheboygan 5773 (28)	Menominee "92" (69)	Muskegon 2285	Midland 1675	Midland (62)	Isabella 366 (76)	Chippewa (71)
45	Houghton- Keeweenaw 1784 (71)	Grand Traverse 848 (59)	Delta 14,235 (59)	MacKinnac- Luce 5401 (26)	Dickinson "183" (66)	Grand Traverse 2248	Grand Traverse 1652	Grand Traverse (61)	Clinton 365 (76)	Oceana (70)
46	Grand Traverse 1614 (64)	Missaukee- Roscommon 843 (59)	Iron 13,186 (55)	Lapeer 5365 (26)	Oceana "84" (63)	Chippewa 1925	Missaukee- Roscommon 1562	Missaukee- Roscommon (53)	Livingston 365 (76)	Midland (68)

NO.	TOTAL FARMS	COMMERCIAL FARMS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPU- LATION DATA % OF AVG.	* FARM INCOME 1929	* FARM INCOME 1939	COMPOSITE OF FARM INCOME % OF AVG.	* AREA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
47	Chippewa 1584 (63)	Arenac 800 (56)	Person- Lake 13,076 (54)	Montcalm 5321 (26)	Chippewa "78" (59)	Missaukee Roscommon 1817	Arenac 1313	Chippewa (52)	Alcona 364 (76)	Marquette (65)
48	Delta 1426 (57)	Gladwin 755 (53)	Chippewa 11,960 (50)	Barry 5175 (25)	Delta "73" (59)	Antrim 1738	Chippewa 1275	Houghton- Keeweenaw (47)	Kalamazoo 363 (75)	Delta (62)
49	Missaukee- Roscommon 1411 (57)	Chippewa 734 (51)	Mecosta 11,915 (50)	Cass 5007 (24)	Grand Traverse "78" (59)	Houghton- Keeweenaw 1773	Houghton- Keeweenaw 1196	Antrim (45)	Eaton 363 (75)	Grand Traverse (61)
50	Alcona 1362 (55)	Alcona 695 (49)	Missaukee- Roscommon 11,702 (49)	Mecosta 4987 (24)	Marquette "76" (57)	Leelanau 1217	Alcona 1139	Arenac (44)	Gratiot 362 (75)	Missaukee- Roscommon (59)
51	Arenac 1359 (54)	Antrim 660 (46)	Lucas- Mackinac 11,460 (47)	Van Buren 4745 (23)	Alcona "138" (50)	Manistee 1553	Gladwin 1101	Leelanau (44)	Ottawa 361 (75)	Alger- School. (54)
52	Manistee 1338 (54)	Leelanau 552 (46)	Ontonagon 11,359 (47)	Clinton 4422 (21)	Missaukee- Roscommon "62" (47)	Delta 1540	Leelanau 1094	Delta (41)	Mecosta 360 (75)	Alcona (50)
53	Wexford 1336 (54)	Presque Isle 650 (45)	Antrim 10,964 (46)	Livingston 3748 (18)	Manistee "122" (44)	Arenac 1463	Delta 1082	Gladwin (40)	Monroe 360 (75)	Alcona- Oscoda (48)
54	Gladwin 1296 (52)	Houghton- Keeweenaw 646 (45)	Gogebic 10,757 (45)	Presque Isle 3072 (15)	Wexford "122" (44)	Gladwin 1448	Antrim 1075	Alcona (39)	Wexford 360 (75)	Lucas- Mackinac (47)
55	Antrim 1249 (50)	Alcona- Oscoda 605 (42)	Charlevoix 10,127 (42)	Tuscola 3070 (15)	Emmet "116" (42)	Alcona 1372	Alcona- Oscoda 945	Alcona (39)	Ingham 358 (74)	Manistee (46)

NO.	TOTAL FARMS	FORMERIAL FARMS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPU- LATION DATA % OF AVG.	* FARM INCOME 1929	* FARM INCOME 1939	COMPOSITE OF FARM INCOME % OF AVG.	* ALMA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
56	Ontonogan 1239 (50)	Delta 600 (42)	Alger- Schoolcraft 9883 (41)	Charlevoix 2904 (14)	Arenac "114" (41)	Charlevoix 1318	Manistee 942	Manistee (39)	Manistee 357 (74)	Arenac (45)
57	Charlevoix 1124 (45)	Clare 599 (42)	Emmet 9772 (41)	Huron 2624 (13)	Gladwin "114" (41)	Wexford 1265	Presque I. 940	Charlevoix (34)	Barry 351 (73)	Antrim (45)
58.	Cheboygan 1122 (45)	Ogemaw 570 (40)	Manistee 9756 (41)	Faraga 2564 (12)	Antrim "103" (39)	Alcona- Oscoda 1238	Emmet 917	Presque Isle (34)	Iosco 350 (73)	Gladwin (44)
59	Emmet 1120 (45)	Wexford 545 (38)	Otsego- Montmorency 9667 (40)	Newaygo 2520 (12)	Gogebic "108" (39)	Presque Isle 1222	Ogemaw 895	Emmet (33)	Shiawassee 346 (72)	Wexford (44)
60	Leelanau 1119 (45)	Emmet 526 (37)	Gladwin 9385 (39)	Sanilac 2520 (12)	Presque I. "106" (38)	Ogemaw 1222	Clare 868	Ogemaw (33)	Oceana 343 (71)	Presque I. (42)
61	Presque Isle 1105 (44)	Manistee 523 (37)	Arenac 9233 (38)	Oceana 2520 (12)	Charlevoix "100" (36)	Emmet 1195	Wexford 846	Wexford (33)	Midland 333 (69)	Otsego- Montmor. (42)
62	Ogemaw 1080 (43)	Charlevoix 519 (36)	Presque Isle 9178 (38)	Osceola 2520 (12)	Leelanau "100" (36)	Cheboygan 1147	Charlevoix 827	Clare (31)	St. Joseph 325 (67)	Gogebic (41)
63	Alcona- Oscoda 1033 (42)	Otsego- Montmorency 502 (35)	Clare 9163 (38)	Clare 2520 (12)	Cheboygan "94" (34)	Marquette 1131	Otsego- Montmorency 765	Otsego- Montmorency (29)	Branch 324 (67)	Leelanau (41)
64	Marquette 1030 (41)	Cheboygan 401 (28)	Grand Travi. 8935 (37)	Gladwin 2520 (12)	Ogemaw "94" (34)	Ontonogan 1109	Chippewa 687	Marquette (28)	Muskegon 323 (67)	Emmet (40)
65	Otsego- Montmorency 1014 (41)	Iosco 363 (25)	Yalkaska- Crawford 8924 (37)	Arenac 2520 (12)	Alger- Schoolcraft "94" (34)	Otsego- Montmor. 1096	Marquette 675	Cheboygan (27)	Gladwin 322 (67)	Iron (39)

1

NO.	TOTAL FARMS	COMMERCIAL FARMS	RURAL POPULATION	URBAN POPULATION	WEIGHTED COMPOSITE OF POPULATION DATA % OF AVG.	* FARM INCOME 1929	* FARM INCOME 1939	COMPOSITE OF FARM INCOME % OF AVG.	* AREA	COMPOSITE RANK USING ALL FACTORS (WEIGHTED)
66	Alger-Schooler. 950 (38)	Ontonogan	Ogemaw	Iosco	Alcona-Oscoda "91" (33)	Clare	Benzie 669	Ontonogan (27)	Cass 312 (65)	Cheboygan (38)
67	Clare 899 (36)	Kalkaska-Crawford 326 (23)	Iosco	Ogemaw	Clare "89" (32)	Alger-Schooler. 965	Alger-Schoolcraft 644	Alger-Schoolcraft (25)	Macomb 308 (64)	Ogemaw (38)
68	Iron 857 (34)	Alger-Schoolcraft 318 (22)	Leelanau	Missaukee-Roscommon	Ontonogan "89" (32)	Benzie 960	Iosco 611	Benzie (24)	Antrim 303 (63)	Charlevoix (38)
69	Baraga 850 (34)	Marquette 314 (22)	Dickinson	Kalkaska-Crawford	Otsego-Montmorency "89" (32)	Iron	Ontonogan 590	Iosco (22)	Grand Traverse 297 (62)	Ontonogan (37)
70	Gogebic 842 (34)	Luce-Mackinac 309 (22)	Wexford	Alcona-Oscoda	Iron "83" (30)	Iosco	Kalkaska-Crawford 553	Iron (21)	Emmet 295 (61)	Clare (36)
71	Benzie 798 (32)	Benzie 235 (16)	Alcona-Oscoda 8006 (33)	Otsego	Luce-Mackinac "81" (29)	Luce-Mackinac 778	Luce-Mackinac 553	Luce-Mackinac (21)	Eay 285 (59)	Kalkaska-Crawford (35)
72	Kalkaska-Crawford 791 (32)	Dickinson 226 (16)	Cheboygan	Antrim	Iosco "67" (24)	Kalkaska-Crawford 748	Iron 435	Kalkaska-Crawford (20)	Charlevoix 265 (55)	Dickinson (35)
73	Iosco 741 (30)	Baraga 223 (16)	Alcona 7958 (33)	Benzie	Kal-Craw. "67" (24)	Baraga 700	Dickinson 413	Baraga (17)	arenac 236 (49)	Baraga (30)
74	Luce-Mack. 700 (28)	Iron 190 (13)	Benzie 7800 (32)	Leelanau	Baraga "64" (23)	Gogebic 637	Baraga 405	Gogebic (16)	Leelanau 223 (46)	Iosco (28)
75	Dickinson 623 (25)	Gogebic 160 (11)	Baraga 6972 (29)	Ontonogan	Benzie "58" (21)	Dickinson 541	Gogebic 372	Dickinson (15)	Benzie 202 (42)	Benzie (25)

COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS

U. S. Department of Agriculture
and State Agricultural Colleges
Cooperating

Extension Service
Washington, D. C.

COMBINED ANNUAL REPORT OF COUNTY EXTENSION WORKERS

This report form is for use by county extension agents in making a combined statistical report on all extension work done in the county during the year. Agents resigning during the year should make out this report before quitting the service.

State _____ County _____

REPORT OF

_____ (Name) Home Demonstration Agent.	From _____, 19____, to _____, 19____
_____ Assistant Home Demonstration Agent.	From _____, 19____, to _____, 19____
_____ 4-H Club Agent.	From _____, 19____, to _____, 19____
_____ Assistant County Agent in charge of Club Work.	From _____, 19____, to _____, 19____
_____ Agricultural Agent.	From _____, 19____, to _____, 19____
_____ Assistant Agricultural Agent.	From _____, 19____, to _____, 19____



READ SUGGESTIONS, PAGES 2 AND 16

Approved:

Date _____

16-28074-8

State Extension Director.

SUGGESTIONS RELATIVE TO THE PREPARATION OF THE COUNTY EXTENSION AGENT'S ANNUAL REPORT

Six good reasons may be listed as to why an extension worker should prepare a comprehensive annual report.

1. The annual report is an accounting to the taxpaying public of what the extension worker has accomplished during the year.
2. It is a record of the year's work put into shape for ready reference in later years by the extension worker himself, or by his successors.
3. The annual report affords the extension worker opportunity to place his activities and accomplishments before superior officers, who form judgment as to which workers are deserving of promotion or best qualified to fill responsible positions when vacancies occur.
4. The inventory of the past year's efforts and accomplishments enables the extension worker to plan more effectively for the coming year.
5. An accurate report of his work is a duty every scientific worker owes to the other members of his profession.
6. Annual reports are required by Federal law.

From four to six copies of the annual report should be made, depending upon the number required by the State office: One copy for the county officials, one copy for the agent's files, one or more copies for the State extension office, and one copy for the Extension Service, United States Department of Agriculture. The report to the Washington office should be sent through the State extension office.

NARRATIVE SUMMARY

A separate narrative report is desired from the leader of each line of work, such as county agricultural agent, home demonstration agent, boys' and girls' club agent, and Negro agent. Where an assistant agent has been employed during a part or all of the year, the report of his or her work should be included with the report of the leader of that line of work. Where an agent in charge of a line of work has quit the service during the year, the information contained in his or her report should be incorporated in the annual report of the agent on duty at the close of the report year, and the latter report so marked.

The narrative report should summarize and interpret under appropriate subheadings the outstanding results accomplished in helping rural people to solve their current problems and to make adjustments to changing economic and social conditions.

A good narrative report should enable the reader to obtain a comprehensive picture of—

1. What was attempted—the program as outlined at the beginning of the year.
2. How the work was carried on—the teaching methods employed.
3. The cooperation obtained from other extension workers, rural people, commercial interests, and other public agencies.
4. Definite accomplishments, supported by objective evidence.
5. Significance of the year's progress and accomplishments in terms of better agriculture, better homemaking, improved boys and girls, better rural living, etc.
6. How next year's work can be strengthened and improved in light of the current year's experience.

The following suggestions are for those agents who wish to prepare a better annual report than the one submitted last year:

1. Read the definitions of extension terms on the last page of this schedule.
2. Read last year's annual report again, applying the criteria for a good annual report discussed above.
3. Prepare an outline with main headings and subheadings.
4. Go over the information and data assembled from various office sources.
5. Decide upon a few outstanding pieces of work to receive major emphasis.
6. Employ a newspaper style of writing, placing the more important information first.
7. Observe accepted principles of English composition.
8. Include only a few photographs, news articles, circular letters, or other exhibits to illustrate successful teaching methods. Do *not* make the annual report a scrapbook.

STATISTICAL SUMMARY

Where two or more agents are employed in a county they should submit a single statistical report showing the combined activities and accomplishments of all county extension agents employed in the county during the year. Negro men and women agents should prepare a combined statistical report separate from that of the white agents.

Provision is made in the report form for each agent to report separately the teaching activities he or she conducts or participates in during the report year. County totals are the sum of the activities of all agents minus duplications where two or more agents engage in the same activity. For purposes of reporting, extension results or accomplishments are expressed in numbers of farmers or families assisted in making some improvement or definitely influenced to make a change. Such an improvement or change may be the outcome of any phase of the program for men, women, older rural youth, or 4-H Club boys and girls. *Only the improvement or change taking place during the current year as the result of extension effort should be reported.* Census type of information on the status of farm and home practices should *not* be included. For use on the national level the statistical data on the year's extension activities and accomplishments must be expressed in somewhat broad and general terms. Each State extension service may desire to include in a statistical supplement additional information on problems and activities peculiar to the State or sections of the State.

Report only this year's activities that can be verified

1. Months of service this year (agents and assistants).....
2. Days devoted to work with adults *
3. Days devoted to work with 4-H Clubs, and young men and women (older youth) *
4. Days in office *
5. Days in field *
6. Number of farm or home visits made in conducting extension work *
7. Number of different farms or homes visited.....
8. Number of calls relating to extension work.....
 - (1) Office.....
 - (2) Telephone.....
9. Number of news articles or stories published *
10. Number of bulletins distributed.....
11. Number of radio talks broadcast or prepared for broadcasting.....

12. Training meetings held for local leaders or committeemen.....
 - (1) Adult work.....
 - (a) Number.....
 - (b) Total attendance.....
 - (2) 4-H Club and young men and women (older youth).....
 - (a) Number.....
 - (b) Total attendance of leaders.....

13. Method demonstration meetings held. (Do not include the method demonstrations given at leader-training meetings reported under Question 12).....
 - (1) Adult work.....
 - (a) Number.....
 - (b) Total attendance.....
 - (2) 4-H Club and young men and women (older youth).....
 - (a) Number.....
 - (b) Total attendance.....

14. Number of adult result demonstrations conducted.....
15. Meetings held at such result demonstrations.....
 - (1) Number.....
 - (2) Total attendance.....

16. Tours conducted.....
 - (1) Adult work.....
 - (a) Number.....
 - (b) Total attendance.....
 - (2) 4-H Club and young men and women (older youth).....
 - (a) Number.....
 - (b) Total attendance.....

17. Achievement days held.....
 - (1) Adult work.....
 - (a) Number.....
 - (b) Total attendance.....
 - (2) 4-H Club and young men and women (older youth).....
 - (a) Number.....
 - (b) Total attendance.....

* Includes assistant county agent in charge of 4-H Club work or who devotes practically full time to club work.
 * County total should equal sum of preceding three columns minus duplications due to two or more agents participating in same activity or accomplishment.
 * The sum of questions 2 and 3 should equal the sum of questions 4 and 5.
 * Do not count a single visit to both the farm and home as two visits.
 * Do not count items relating to notices of meetings only.

County total *

Agricultural agents

Home demonstration agents

4-H Club agents

County total *

Agricultural agents

Home demonstration agents

4-H Club agents

GENERAL ACTIVITIES—Continued

Report only this year's activities that can be verified		Home demonstration agents (a)	4-H Club agents (b)	Agricultural agents (c)	County total (d)
18. Encampments held (report attendance for your county only):	(1) Farm women.....	(a) Number.....		-	-
	(b) Total members attending.....	(b) Total members attending.....		-	2.
	(c) Total others attending.....	(c) Total others attending.....		-	-
	(2) 4-H Club and young men and women (older youth).....	(a) Number.....		8.	8.
19. Other meetings of an extension nature participated in by county or State extension workers and not previously reported.....	(b) Total boys attending.....	(b) Total boys attending.....		10.8	12.
	(c) Total girls attending.....	(c) Total girls attending.....		12.8	1.5
	(d) Total others attending.....	(d) Total others attending.....		119.7	100.7
	(1) Adult work.....	(a) Number.....		500.5	592.6
20. Meetings held by local leaders or committeemen not participated in by county or State extension workers and not reported elsewhere.....	(b) Total attendance.....	(b) Total attendance.....		7.3	7.2
	(2) 4-H Club and young men and women (older youth).....	(a) Number.....		220.9	214.5
	(b) Total attendance.....	(b) Total attendance.....		48.2	41.
	(1) Adult work.....	(a) Number.....		924.0	688.8
21. Meetings held by local leaders or committeemen not participated in by county or State extension workers and not reported elsewhere.....	(b) Total attendance.....	(b) Total attendance.....		42.2	38.
	(2) 4-H Club and young men and women (older youth).....	(a) Number.....		278.4	486.8
	(b) Total attendance.....	(b) Total attendance.....			
	(1) Adult work.....	(a) Number.....			

1. Includes assistant county agent in charge of 4-H Club work or who devotes practically full time to club work.

2. County total should equal sum of preceding three columns minus duplications due to transfer or more agents participating in same activity or accomplishment.

3. Does not include picnics, rallies, and short courses, which should be reported under question 19.

SUMMARY OF EXTENSION INFLUENCE THIS YEAR

It is highly desirable for extension workers to consider the proportion of farms and homes in the county that have been definitely influenced to make some substantial change in farm or home operations during the report year as a result of the extension work done with men, women, and youth. It is recognized that this information is very difficult for agents to report accurately, so a conservative estimate based upon such records, surveys, and other sources of information as are available will be satisfactory.

21. Total number of farms in county (1950 census).....	1744.4	1956.7
22. Number of farms on which changes in practices have definitely resulted from the agricultural program.....	1284.9	700.2
23. Number of farms involved in preceding question which were reached this year for the first time.....	144.4	174.
24. Number of nonfarm families making changes in practices as a result of the agricultural program.....	424.3	117.2
25. Number of farm homes in which changes in practices have definitely resulted from the home demonstration program.....	499.	337.8
26. Number of farm homes involved in preceding question that were reached this year for the first time.....	93.	92.2
27. Number of other homes in which changes in practices have definitely resulted from the home demonstration program.....	197.	167.8
28. Number of other homes involved in preceding question that were reached this year for the first time.....	84.	62.7
29. Number of farm homes with 4-H Club members enrolled. (Related to question 178).....	378.4	386.
30. Number of other homes with 4-H Club members enrolled. (Related to question 179).....	53.2	28.2
31. Total number of different farm families influenced by some phase of the extension program. (Include questions 22, 25, and 29 minus duplications).....	1437.8	1628.5
32. Total number of different other families influenced by some phase of the extension program. (Include questions 24, 27, and 30 minus duplications).....	53.3	29.7

EXTENSION ORGANIZATION AND PLANNING

33. County organization, association, or committee sponsoring extension work. This may include agricultural councils, home demonstration councils, and 4-H councils, or similar advisory committees. It may also include farm and home bureaus and extension associations in those States where such associations are the official or quasi-official agency in the county cooperating with the college in the management or conduct of extension work:

(a) Over-all or general (1) Name (2) No. of members 14.7 10.5
 (b) Agricultural (1) Name (2) No. of members 12.8 12.2
 (c) Home demonstration (1) Name (2) No. of members 16.5 15.7
 (d) 4-H Club (1) Name (2) No. of members 21.2 21.3
 (e) Young men and women (older youth) (1) Name (2) No. of members 22.2 7.3

34. Number of members of county extension program planning committees and subcommittees (include commodity and special-interest committees):

(a) Agricultural 45.3 34.8 (b) Home demonstration 23.3 20.2 (c) 4-H Club 24 17.8 (d) Young men and women (older youth) 12.7 2.3
 35. Total number of communities in county. (See definition of a community, item 1, on back cover.) (Do not include number of neighborhoods) 22.2 42.7
 36. Number of communities in which the extension program has been planned cooperatively by extension agents and local committees 13.1 20.7
 37. Number of clubs or other groups organized to carry on adult home demonstration work 2.7 21.2
 38. Number of members in such clubs or groups 44.2 379.2

39. (a) Covered under question 173. (b) Covered under question 185.

40. Combined with question 41.

41. Number of different voluntary local leaders, committeemen, or neighborhood leaders actively engaged in forwarding the extension program.

(a) Adult work (1) Men 83.2 50.2 (b) 4-H Club and work with young (1) Men 20.3 24.5 (3) Older club boys 6.7 8.8
 (2) Women 27.7 115.3 (2) Women 22.8 49. (4) Older club girls 8 8.3

COOPERATIVE AGRICULTURAL PLANNING

42. Name of the county agricultural planning (over-all planning) group, if any, sponsored by the Extension Service

43. Number of members of such county agricultural planning group:

(a) Unpaid lay members: (1) Men 14.3 3.7 (2) Women 6 4.2 (3) Youth 10 3
 (b) Paid representatives of public agencies or other agencies, or of organizations: (1) Men 3 1 (2) Women 2 2

44. Number of communities with agricultural planning committee (over-all planning) 6.7

45. Number of members of such community planning committees: (a) Men 5.8 (b) Women 4.3 2 (c) Youth 2.5 (d) No

46. Was a county committee report prepared and released during the year? (a) Yes (b) No

Extension organization and planning (a)	County agricultural planning (b)	Total (c)
(1) Home demonstration agents		
(2) 4-H Club agents		
(3) Agricultural agents		
(4) State extension workers		
47. Days devoted to line of work by—		
(1) County		
(2) Community		
48. Number of planning meetings held		
49. Number of unpaid voluntary leaders or committeemen assisting this year		
50. Days of assistance rendered by voluntary leaders or committeemen		

¹ Where extension program planning and county agricultural planning (over-all planning) have been completely merged into a single program-planning activity, only column (c) should be filled out. Where extension program planning is the only planning activity, the entries in columns (a) and (c) will be identical. In all other cases column (c) is the sum of columns (a) and (b).

CROP PRODUCTION (other than for family food supply.—See page 11, column (a) and items 115 (c), (1) through (6))

Includes all work with adults, 4-H Club members, and young men and women (older youth)	Oats (a)	Wheat (b)	Other cereals (c)	Legumes (d)	Peas (e)	Cotton (f)	Tobacco (g)	Potatoes and other vegetables (h)	Fruits (i)	Other crops (j)
51. Days devoted to line of work by—										
(1) Home demonstration agents										
(2) 4-H Club agents	2	2.8	1.8	2.8						
(3) Agricultural agents	10.3	9.5	7.9	4.5						
(4) State extension workers	2.8	4.5	1.7	2.2						
52. Number of communities in which work was conducted this year	10.3	9.5	7.9	4.5						
53. Number of voluntary local leaders or committeemen assisting this year	2.8	4.5	1.7	2.2						
54. Number of farmers assisted this year in—										
(1) Obtaining improved varieties or strains of seed	12.7	5.5	11.7	10.5	20.	4.9	3.2	36.	57.2	2.
(2) The use of lime	—	16.2	—	17.7	—	16.8	54.7	14.8	54.7	2.7
(3) The use of fertilizers	24.7	65.3	109.9	66.9	45.2	33.2	7.25	1.2	16.8	14.7
(4) Controlling plant diseases	5.	3.2	46.7	3.5	43.2	5.	8.3	123.7	40.6	4.7
(5) Controlling injurious insects	5.4	2.9	100.2	76.5	16.	46.8	11.9	20.2	29.7	14.3
(6) Controlling noxious weeds	39.7	60.8	37.7	15.	109.2	47.3	72.3	15.7	140.	12.5
(7) Controlling rodents and other animals	7.5	4.3	2.5	2.	4.3	2.8	—	9.2	8.3	3.

LIVESTOCK PRODUCTION (other than for family food supply.—See page 11, column (a) and items 115 (c), (1) through (6))

Includes all work with adults, 4-H Club members, and young men and women (older youth)	Dairy cattle (a)	Beef cattle (b)	Sheep (c)	Swine (d)	Horses and mules (e)	Poultry (including turkeys) (f)	Other livestock (g)
55. Days devoted to line of work by—							
(1) Home demonstration agents							
(2) 4-H Club agents	32.4	55.8	10.8	9.9	7.7	6.	8
(3) Agricultural agents	19.2	20.	12.5	9.2	9.	5.8	15.8
(4) State extension workers	29.7	35.2	9.8	5.	7	4.5	6.5
56. Number of communities in which work was conducted this year	12.7	3.3	2.3	2.3	2.	1.7	—
57. Number of voluntary local leaders or committeemen assisting this year	39.7	42.9	39.	9.5	18.	10.1	11.
58. Number of breeding circles or clubs or improvement associations organized or assisted this year	2.4	19.8	5.8	2	5.2	6	13.2
59. Number of members in such circles, clubs, or associations	19.7	10.3	12.	3.	10.9	4.7	—
60. Number of farmers not in breeding circles or improvement associations assisted this year in keeping performance records of animals	23.7	46.5	22.	3.3	12.	3.2	—
61. Number of farmers assisted this year in—							
(1) Obtaining purebred males	—	—	—	—	—	—	—
(2) Obtaining purebred or high-grade females	—	—	—	—	—	—	—
(3) Obtaining better strains of baby chicks (including hatching eggs)	—	—	—	—	—	—	—
(4) Improving methods of feeding	—	—	—	—	—	—	—
(5) Controlling external parasites	—	—	—	—	—	—	—
(6) Controlling diseases and internal parasites	—	—	—	—	—	—	—

60. Number of farmers not in breeding circles or improvement associations assisted this year in keeping records of animals
 61. Number of farmers assisted this year in—
 (a) Obtaining purchased material
 (b) Obtaining material from local sources
 (c) Obtaining material from other sources

CONSERVATION OF NATURAL RESOURCES¹

Include all work with adults, 4-H Club members, and young men and women (older youth)

	Soil and water (a)	Forestry (b)	Wildlife (c)
62. Days devoted to line of work by—			
(1) Home demonstration agents.....			
(2) 4-H Club agents.....			
(3) Agricultural agents.....	34.4	8.3	7.7
(4) State extension workers.....			
63. Number of communities in which work was conducted this year.....	20.3	15.8	6.3
64. Number of voluntary local leaders or committeemen assisting this year.....	19.8	9.3	2.3

Soil and Water—Continued

65. Number of farmers assisted this year—			
(a) With problems of land use.....	44.0	15.3	5.5
(b) In the use of crop rotations.....	1.6	9.7	6.5
(c) With strip cropping.....	14.7	1.7	1.2
(d) In constructing terraces.....	3.8		1.1
(e) In grassing waterways or otherwise preventing or controlling gullies.....	95.5	5.1	1.3
(f) With contour farming of cropland.....	16.7	12.2	1.2
(g) In contouring pasture or range.....	2.2	8.3	1.3
(h) In the use of cover or green-manure crops.....	14.8	14.8	1.4
(i) In otherwise controlling wind or water erosion.....	4.7	4.3	7.7
(j) In summer-fallowing.....	2.2	11.5	1.1
(k) In making depth-of-moisture tests.....			
(l) With drainage.....	74.8	4.8	2.8
(m) With irrigation.....	9.3	4.2	3.3
(n) With land clearing.....	16.7	4.2	1.7

66. Number of farmers—

(a) In soil-conservation districts which were assisted with education for organization or operations this year.....	354	138	7.7
(b) Assisted in arranging for farm-conservation plans this year.....	47.8	25.7	7.5
(c) Assisted in doing work based on definite farm-conservation plans this year.....	33.2	5.7	7.3

¹ Include nature study.

Forestry—Continued

67. Number of farmers assisted this year—			
(a) In reforesting new areas by planting with small trees. (Include erosion-control plantings).....	55	6.5	3.3
(b) In making improved thinnings, weedings or pruning of forest trees.....	12.5	10.7	1.2
(c) With selection cutting.....	11	11.7	1.1
(d) With production of naval stores.....			
(e) With production of maple-sirup products.....	13.7	9	1.3
(f) In timber estimating and appraisal.....	12.3	25.2	1.2
68. Number of farmers cooperating this year in prevention of forest fires.....	12.7	24.3	1.3

Wildlife—Continued

69. Number of farmers assisted this year—			
(a) In construction or management of ponds for fish.....	2.8	3	3.3
(b) In protection of wildlife areas, such as stream banks, odd areas, field borders, marshes, and ponds, from fire or livestock.....	6.7	18.7	1.7
(c) In planting of edible wild fruits and nuts in hedges, stream banks, odd areas, and field borders.....	11.3	7.5	1.3
(d) With other plantings for food and protection in wild-life areas.....	11.2	7.3	1.3

FARM MANAGEMENT

Include all work with adults, 4-H Club members, and young men and women (older youth)	Farm accounts, cost records, inventories, etc.	Individual farm planning, adjustments, tenancy, and other management problems	Farm credit (short and long time)	Outlook information
(a)	(b)	(c)	(d)	(e)
70. Days devoted to line of work by— (1) Home demonstration agents (2) 4-H Club agents (3) Agricultural agents (4) State extension workers	8 5.6 12.3 2.3	1.5 1.3 2.0	2.3 2.0	2.3 2.0
71. Number of communities in which work was conducted this year	15 10.8	14.2 2.8	6.5 2.8	8 6.3
72. Number of voluntary local leaders or committeemen assisting this year	9.2 14.5	7.5 1.5	1 1.5	8.3 1.3

75. Number of farmers assisted this year—Continued.

(e) In getting started in farming, or in re-locating	(f) With credit problems (debt adjustment and financial plans)	(g) In using "outlook" to make farm adjustments	(h) With a farm-income statement for tax purposes	(i) With farm-labor problems	(j) In developing supplemental sources of income
37.7	15.2	22.2	14.8	29.5	67.7
59	21	47.5	49.7	54	21.2

GENERAL ECONOMIC PROBLEMS RELATED TO AGRICULTURE

Include all work with adults, 4-H Club members, and young men and women (older youth)	Price and trade policies (prices, international trade, interstate trade barriers, transportation, interregional competition, etc.)	Land policy and programs (classification of land zoning, tenure, land development, settlement, public land management, etc.)	Public finance and services (taxation, local government, facilities such as roads and schools for rural areas, etc.)	Rural welfare (rural-urban relationships, part-time farming, problems of people in low-income areas, migration, population adjustment, rural works programs, etc.)
(a)	(b)	(c)	(d)	(e)
76. Days devoted to line of work by— (1) Home demonstration agents (2) 4-H Club agents (3) Agricultural agents (4) State extension workers	8 2.5 1.3 2.2	1.3 2 4.2 1.8	1.2 — — —	15.3 6.0 2.5 5.0
77. Number of communities in which work was conducted this year	5.2 1.5	5 6.7	3 —	7.5 1.3
78. Number of voluntary local leaders or committeemen assisting this year	5.2 1.5	5 6.7	3 —	7.5 1.3
79. Number of tours conducted this year to observe economic and social conditions in various land use areas				
80. Number of local groups (town and county officials, school boards, tax collectors, assessors, etc.) assisted this year in discussing problems of local government, public finance, and farming conditions related to these problems				
81. Number of displaced families assisted this year in finding employment (agricultural and nonagricultural)				
82. Number of nonagricultural groups to which any of the above economic and social problems have been presented and discussed this year				

MARKETING AND DISTRIBUTION

Include all work with adults, 4-H Club members, and young men and women (older youth)	General (a)	Grain and hay (b)	Livestock and wool (c)	Dairy products (d)	Poultry and eggs (e)	Fruits and vegetables (f)	Cotton (g)	Forest products (h)	Tobacco, sugar, rice, and other commodities (i)	Home products and crafts (j)	Purchasing of farm and home supplies and equipment (k)
83. Days devoted to line of work by—											
(1) Home demonstration agents											
(2) 4-H Club agents											
(3) Agricultural agents	5	3	1.3	1.4	4	1.9	1.3	7	5	1	3
(4) State extension workers											
84. Number of communities in which work was conducted this year	2	5	4	1.3	1.5	3.3	3.2	4	1.3	1	1.3
85. Number of voluntary local leaders or committeemen assisting this year	8	5	3.2	2.3	5	3	1.5	1.7	1	1	1
86. Number of new cooperatives ² assisted in organizing during the year											
87. Number of established cooperatives ² assisted during the year	7	7	2.5	2.2	7	2	2				
88. Number of members ² in the cooperatives assisted during the year (questions 86 and 87)	12.4	16.6	14.7	24.5	63.3	20.5	45.0	33	11.7	6.5	11.7
89. Question discontinued	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x
90. Number of farmers or families (not members of cooperatives) assisted during the year	9.3	9.2	3.3	10.7	10.7	11.8	11.7	14.5	8.3	3.8	15.8
91. Question discontinued	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x
92. Number of private marketing and distributing agencies and trade groups assisted this year											
93. Number of programs ³ pertaining to marketing agreements, orders, or surplus removal purchases assisted in or conducted this year											
94. Number of marketing facilities improvement programs ³ participated in or conducted this year											
95. Number of marketing surveys assisted with or conducted this year											
96. Number of special merchandising programs ³ participated in or conducted this year											
97. Number of consumer information programs ³ pertaining to marketing and distribution participated in or conducted this year											
98. Number of programs ³ relating to marketing services and costs of distribution conducted this year											
99. Number of programs ³ relating to transportation problems conducted this year											
100. Number of programs ³ relating to the specific use of market information conducted this year											
101. Number of other marketing programs ³ conducted this year (specify)											

¹ Include livestock, poultry, and hatching eggs purchased for breeding, replacement, or feeding purposes.

² Where a cooperative association serves more than one county, include only the members living in the county covered by this report.

³ Organized pieces of work.

HOUSING, FARMSTEAD IMPROVEMENT, AND EQUIPMENT

Include all work with adults, 4-H Club members, and young men and women (older youth)	The house, furnishings, and surroundings (a)	Rural electrification (b)	Farm buildings (c)	Farm mechanical equipment (d)
102. Days devoted to line of work by—				
(1) Home demonstration agents.....	1.9	2.8	11.	2.6
(2) 4-H Club agents.....	20.7	41.2	17.2	7.7
(3) Agricultural agents.....	72.3	39.5	8.8	9.
(4) State extension workers.....			4.5	7.3
103. Number of communities in which work was conducted this year.....				
104. Number of voluntary local leaders or committeemen assisting this year.....				

The House, Furnishings, and Surroundings—Continued

105. Number of families assisted this year in—	
(a) Constructing dwellings.....	7.7
(b) Remodeling dwellings.....	24.8
(c) Installing sewage systems.....	19.5
(d) Installing water systems.....	9.5
(e) Installing heating systems.....	4.8
(f) Providing needed storage space.....	44.3
(g) Rearranging or improving kitchens.....	19.5
(h) Improving arrangement of rooms (other than kitchens).....	90.2
(i) Improving methods of repairing, remodeling, or refinishing furniture or furnishings.....	69.5
(j) Selecting housefurnishings or equipment (other than electric).....	122.7
(k) Improving housekeeping methods.....	17.3
(l) Laundry arrangement.....	59.2
(m) Installing sanitary closets or outhouses.....	6.7
(n) Screening or using other recommended methods of controlling flies or other insects.....	1.2
(o) Improving home grounds.....	125.9
(p) Planting windbreaks or shelterbelts.....	106.

Rural Electrification—Continued

106. Number of ASSOCIATIONS organized or assisted this year to obtain electricity. (Report associations, not individual members).....	5
107. Number of families assisted this year in—	
(a) Obtaining electricity.....	125.
(b) Selection or use of electric lights or home electrical equipment.....	38.5
(c) Using electricity for income-producing purposes.....	46.2
(d) Obtaining new or improved telephone service.....	42.5

Farm Buildings—Continued

108. Number of farmers assisted this year in—	
(a) The construction of farm buildings.....	78.3
(b) Remodeling or repairing farm buildings.....	50.2
(c) Selection or construction of farm-building equipment.....	35.2

Farm Mechanical Equipment—Continued

109. Number of farmers assisted this year in—	
(a) The selection of mechanical equipment.....	37
(b) Making more efficient use of mechanical equipment.....	110.7
110. Number of farmers following instructions in the maintenance and repair of mechanical equipment this year.....	67
111. Number of gin stands assisted this year in the better ginning of cotton.....	—

109. Number of farmers assisted this year—
 (a) The selection of mechanical equipment—
 (b) Making more efficient use of mechanical equipment—
 110. Number of farmers following instructions in the selection and repair of mechanical equipment this year—

(k) Improving housing—
 (l) Improving sanitary closets or outhouses—
 (m) Installing or using other recommended methods of controlling flies or other insects—

NUTRITION AND HEALTH

Include all work with adults, 4-H Club members, and young men and women (older youth)	Home production of family food supply (a)	Food preservation and storage (b)	Food selection and preparation (c)	Other health and safety work (d)
112. Days devoted to line of work by—				
(1) Home demonstration agents				
(2) 4-H Club agents				
(3) Agricultural agents	1	2	1	1.3
(4) State extension workers				
113. Number of communities in which work was conducted this year	3.7	17.2	18.2	7.5
114. Number of voluntary local leaders or committeemen assisting this year	3.5	35.5	50.3	12.5
115. Number of families assisted this year—				
(a) In improving diets				149.7
(b) With food preparation				230.4
(c) In improving food supply by making changes in home food production—				
(1) Of vegetables				29.2
(2) Of fruits				24.7
(3) Of meats				12.8
(4) Of milk				42.5
(5) Of poultry and eggs				31.7
(6) Total of subitems (1) through (5) minus duplications due to families making changes in production of more than one kind of food				102.2
NOTE.—This total should not be less than the largest subitem.				
(d) With home butchering, meat cutting or curing				26.8
(e) With butter or cheese making				.8
(f) With food-preservation problems in—				
(1) Canning				92.9
(2) Freezing				258.6
(3) Drying				.8
(4) Storing				12.5
(5) Total of subitems (1) through (4) minus duplications due to families using more than one method of preserving				297.9
NOTE.—This total should not be less than the largest subitem.				
(g) In producing and preserving home food supply according to annual food-supply budget				28
(h) In canning according to a budget				34.5
(i) With child-feeding problems				34.2
(j) In the prevention of colds and other common diseases				11.7
(k) With positive preventive measures to improve health (immunization for typhoid, diphtheria, smallpox, etc.)				3.3
(l) With first aid or home nursing				12.5
(m) In removing fire and accident hazards				158.5
116. Number of schools assisted this year in establishing or maintaining hot school lunches				6.7
117. Number of nutrition or health clinics organized this year through the efforts of extension workers				—

CLOTHING, FAMILY ECONOMICS, PARENT EDUCATION, AND COMMUNITY LIFE

Include all work with adults, 4-H Club members, and young men and women (older youth)	Home management—Family Economics—Continued		Clothing and Textiles—Continued		Recreation and community life
	Home management—family economics (a)	Clothing and textiles (b)	Family relationships—child development (c)		
118. Days devoted to line of work by—					
(1) Home demonstration agents.....					
(2) 4-H Club agents.....					
(3) Agricultural agents.....					
(4) State extension workers.....					
119. Number of communities in which work was conducted this year.....	17.2	18.8	9.3	19.5	13.7
120. Number of voluntary local leaders or committeemen assisting this year.....	71.7	44.4	36.5	44.8	34.2
Home Management—Family Economics—Continued					
121. Number of families assisted this year—					
(a) With time-management problems.....	138.4	8.3		366.4	253.2
(b) With home accounts.....	10.2	5.8		268.9	248.2
(c) With financial planning.....	18.3	132.7		114	48.3
(d) In improving use of credit for family living expenses.....	10	—		36	11.7
(e) In developing home industries as a means of supplementing income.....	17	1			
122. Number of home demonstration CLUBS, other consumer ASSOCIATIONS or GROUPS assisted this year with cooperative buying. (Do not report individuals):					
(a) Food.....	8.3	5.8		142	87.5
(b) Clothing.....	6.7	5.8			
(c) Housefurnishings and equipment.....	14	5.8			
(d) General household supplies.....	5	—			
123. Number of families assisted this year through cooperative associations* or individually, with the buying of—					
(a) Food.....	122.4	112.5		391	124.8
(b) Clothing.....	116.7	133.3			
(c) Housefurnishings and equipment.....	115.4	123.3			
(d) General household supplies.....	57.3	76.7			
124. Total number of different families assisted this year with consumer-buying problems (includes question 123 (a), (b), (c), and (d) minus duplications).....	189.4	191.7			
125. Number of families assisted this year with "making versus buying" decisions.....	223.4	193.7			
126. Number of families assisted this year in using timely economic information to make buying decisions or other adjustments in family living.....	241.5	245.8			
NOTE.—Individual families and groups assisted with selling problems should be reported in column (5), page 9.					
The following information was obtained from the following sources:					
127. Number of families assisted this year with—					
(a) Clothing-construction problems.....					
(b) The selection of clothing and textiles.....					
(c) Care, renovation, remodeling of clothing.....					
(d) Clothing accounts or budgets.....					
Family Relationships—Child Development—Continued					
128. Number of families assisted this year—					
(a) With child-development and guidance problems.....					
(b) In improving family relationships.....					
129. Number of families providing recommended clothing, furnishings, and play equipment for children this year.....					
130. Number of different individuals participating this year in child-development and parent-education programs: (a) Men.....					
(b) Women.....					
131. Number of children in families represented by such individuals.....					
Recreation and Community Life—Continued					
132. Number of families assisted this year in improving home recreation.....					
133. Number of communities assisted this year in improving community recreational facilities.....					
134. Number of community groups assisted this year with organizational problems, programs of activities, or meeting programs.....					
135. Number of communities assisted this year in establishing—					
(a) Club or community house.....					
(b) Permanent camp.....					
(c) Community rest rooms.....					
136. Number of communities assisted this year in providing library facilities.....					
137. Number of school or other community grounds improved this year according to recommendations.....					

125. *with organizational program*
 126. *with or meeting program*
 127. *Number of organizations*
 128. *Number of organizations*
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 171. *Number of organizations*
 172. *Number of organizations*

SUMMARY OF 4-H CLUB BOYS' AND GIRLS' PROJECTS
 (One club member may engage in two or more projects. The sum of the projects is therefore greater than the number of different club members enrolled)

Project	Number of boys enrolled (a)	Number of girls enrolled (b)	Number of boys completing (c)	Number of girls completing (d)	Number of units involved in completed projects (e)
138. Corn					Acres
139. Other cereals					Acres
140. Peanuts					Acres
141. Soybeans, field peas, alfalfa, and other legumes					Acres
142. Soil and water conservation					Acres
143. Potatoes, Irish and sweet					Acres
144. Cotton					Acres
145. Tobacco					Acres
146. Fruits					Acres
147. Home gardens					Acres
148. Market gardens, truck and canning crops					Acres
149. Other crops (including pasture improvement)					Acres
150. Poultry (including turkeys)					Birds
151. Dairy cattle					Animals
152. Beef cattle					Animals
153. Sheep					Animals
154. Swine					Animals
155. Horses and mules					Animals
155a. Rabbits					Animals
156. Other livestock					Animals
157. Bees					Colonies
158. Beautification of home grounds					x x x x x x x x x x
159. Forestry					x x x x x x x x x x
160. Wildlife and nature study (game and fur animals)					{ Articles made Articles repaired
161. Agricultural engineering, farm shop, electricity, tractor					{ Meals planned Meals served
162. Farm management					{ Quarts canned Quarts frozen ¹ Pounds frozen ¹ Garments made Garments remodeled
163. Food selection, preparation, and/or baking					Units
164. Food preservation. (Include frozen foods)					Rooms
165. Health, home nursing, and first aid					Articles
165a. Child care					Articles
166. Clothing					x x x x x x x x x x
167. Home management (housekeeping)					x x x x x x x x x x
168. Home furnishings and room improvement					x x x x x x x x x x
169. Home industry, arts and crafts					x x x x x x x x x x
170. Junior leadership					x x x x x x x x x x
171. All others					x x x x x x x x x x
172. Total (project enrollment and completion)					x x x x x x x x x x

¹ Enter frozen foods as quarts or pounds. Do not duplicate entries by converting quarts to pounds or pounds to quarts.

4-H CLUB MEMBERSHIP ¹

173. Number of 4-H Clubs (do not count the same club more than once).....	67.5	71.8
174. Number of different 4-H Club members enrolled.....	(a) Boys 288.4	(b) Girls 295.9
175. Number of different 4-H Club members completing.....	(a) Boys 259.9	(b) Girls 281.4
176. Number of different 4-H Club members in school.....	(a) Boys 213.7	(b) Girls 282.3
177. Number of different 4-H Club members out of school.....	(a) Boys 14.7	(b) Girls 13.8
178. Number of different 4-H Club members from farm homes.....	(a) Boys 255.7	(b) Girls 260.4
179. Number of different 4-H Club members from nonfarm homes..	(a) Boys 22.7	(b) Girls 25.5

Number of Different 4-H Club Members Enrolled:

180. By years	Boys (a)	Girls (b)	181. By ages	Boys (a)	Girls (b)
1st year.....	10.4	12.8	10 and under.....	41.2	52.2
2d.....	44.3	58.7	11.....	44.7	59.6
3d.....	42.2	31.2	12.....	42.3	54.6
4th.....	29.9	19.5	13.....	42.3	54.6
5th.....	17.3	9.9	14.....	38.2	48.7
6th.....	15.2	4.4	15.....	34.2	46.5
7th.....	4.5	3.5	16.....	26.1	32.8
8th.....	4.2	2.3	17.....	11.5	7.8
9th.....	2.3	1.8	18.....	2.7	4.7
10th and over.....	1.2	.7	19.....	2.7	2.2
			20 and over.....	1.7	1.7

182. Number of different 4-H Club members, including those in corresponding projects, who received definite training in—

(a) Judging.....	166.5	(f) Fire and accident prevention.....	66.7
(b) Giving demonstrations.....	22.3	(g) Wildlife conservation.....	92.2
(c) Recreational leadership.....	14.2	(h) Keeping personal accounts.....	2.7
(d) Music appreciation.....	66.1	(i) Use of economic information.....	3.7
(e) Health.....	64.2	(j) Soil and water conservation.....	39.7
		(k) Forestry.....	56.1

183. Number of 4-H Club members having health examination because of participation in the extension program.....

184. Number of 4-H CLUBS engaging in community activities such as improving school grounds and conducting local fairs.....

WORK WITH YOUNG MEN AND WOMEN (OLDER RURAL YOUTH)

(Do not include work with 4-H Clubs)

The purpose of this section of the report is to bring together in one place all work done with young men and women (older rural youth), as defined in item 22 on back cover. It is recognized that some of the assistance given these young men and women may already have been reported under the respective subject-matter sections of the report.

A. Extension organized groups of young men and women:

185. Number of such groups worked with during the year.....	5	7
186. Membership in such groups { (a) Number of different young men 13.3	14.3	
(b) Number of different young women 23.5	14.8	
187. Distribution of these members by school and marital status and age groupings. The sum of (1) a+b+c=the sum of d+e+f=186 (a). Also the sum of (2) a+b+c=the sum of d+e+f=186 (b).		

	In school (a)	Out of school		Under 21 years (d)	21-24 years (e)	25 years and older (f)
		Unmarried (b)	Married (c)			
(1) Young men.....	5	5	3.3	7.3	4	2
(2) Young women.....	5	4.5	3	9.2	2.3	1

188. Number of meetings these extension organized groups held.....	8	7.2
189. Total attendance at such meetings.....	160	194

B. Other groups of young men and women not organized by extension:

190. Number of such groups assisted during the year.....	16.2	3
191. Number in such groups { (a) Different young men.....	30.4	7
(b) Different young women.....	32.5	7

C. Individual young men and women not members of groups "A" or "B":

192. Number of different individuals assisted { (a) Young men.....	22	11.0
(b) Young women.....	12.5	4.7

D. Total number of young people worked with or assisted:

193. Number of different young people worked with or assisted. (Total of questions 186, 191, and 192 minus duplications due to membership in both groups "A" and "B") { (a) Young men.....	109.5	26.2
(b) Young women.....	46.7	21.8

194. Question discontinued.

¹ All data in this section are based on the number of different boys and girls participating in 4-H Club work, not on the number of 4-H projects carried. ² Report the total number of different boys or girls and the total number of 4-H projects carried. ³ The total should equal the sum of the project enrollments reported on page 13, minus duplications due to the same boy or girl carrying on two or more projects. ⁴ Do not include boys and girls enrolled in the year in connection with the preceding year's enrollment. ⁵ Do not include a group that received no help in completing its project in the year of enrollment.

MISCELLANEOUS
(Report here all work not properly included under any of the headings on preceding pages)

Include all work with adults, 4-H Club members, and young men and women (older youth)	Bees (a)	General-feeder insects ¹ (b)	All other work (c)
195. Days devoted to line of work by—			
(1) Home demonstration agents			
(2) 4-H Club agents	1.5	1.9	2.6
(3) Agricultural agents	8		11.9
(4) State extension workers			
196. Number of communities in which work was conducted this year	4.5	7	13
197. Number of voluntary local leaders or committeemen assisting this year	2.7	5	24.5

198. Question discontinued.

COOPERATION WITH OTHER FEDERAL AGENCIES

The purpose of this report is to bring together in one place the cooperation given other Federal agencies working with the rural people of the county. It is assumed that all such work has been reported previously under appropriate problems of the farm or home.

	Assistance to Veterans (a)	U. S. D. A. Councils (b)	Farm Credit Administration (c)	Employment Service (d)	Production and Marketing Administration (e)	Soil Conserva- tion Service (f)	Farmers Home Administration (g)	Rural Electri- fication Administration (h)	Tennessee Valley Authority (i)	Social Security, Public Health, Children's Bureau (j)	Other Agencies (k)
199. Days devoted to line of work by—											
(1) Home demonstration agents											
(2) 4-H Club agents											
(3) Agricultural agents	9.9	3.3	1.4	2.2	2.6	3.8	1.6	2.2	.7	1.4	.2
(4) State extension workers											
200. Number of communities in which work was conducted this year	11.5	3.8	5.2	3	9.3	1.3	5.8	3	2.2	2.8	.5
201. Number of voluntary local leaders or committeemen assisting this year	1.2	1		.3	2.5	5			.8	.2	
202. Number of meetings participated in this year by extension workers	13.5	4.3	.8	.3	1.3	2	15.8	6.3	1.5	.7	.2

¹ Include grasshoppers, armyworms, chinch bugs, and other insects not reported under specific crop or livestock headings.

TERMINOLOGY

If extension reports are to convey the intended information, it is important that the terminology employed be that generally accepted by members of the extension teaching profession everywhere. Precise use of extension terms is an obligation each extension worker owes to the other members of his or her profession. The following definitions have been approved by the United States Department of Agriculture and by the Association of Land-Grant Colleges and Universities.

DEFINITIONS OF EXTENSION TERMS

1. A *community* is a more or less well-defined group of rural people with common interests and problems. Such a group may include those within a township, trade area, or similar limits. For the purpose of this report, a community is one of the several units into which a county is divided for conducting organized extension work.
2. A *cooperator* is a farmer or homemaker who agrees to adopt certain recommended practices upon the solicitation of an extension worker. The work is not directly supervised by the extension agent, and records are not required, but reports on the success of the practices may be obtained.
3. *Days in field* should include all days spent on official duty other than "days in office."
4. *Days in office* should include time spent by the county extension agent in the office, at annual and other extension conferences, and on any other work directly related to office administration.
5. *Demonstrations* as contemplated in this report are of two kinds—method demonstrations and result demonstrations.
 - A *method demonstration* is a demonstration given by an extension worker or other trained leader for the purpose of showing how to carry out a practice. Examples: Demonstrations of how to can fruits and vegetables, mix spray materials, and cull poultry.
 - A *result demonstration* is a demonstration conducted by a farmer, homemaker, boy, or girl under the direct supervision of the extension worker, to show locally the value of a recommended practice. Such a demonstration involves a substantial period of time and records of results and comparisons, and is designed to teach others in addition to the person conducting the demonstration. Examples: Demonstrating that the application of fertilizer to cotton will result in more profitable yields, that underweight of certain children can be corrected through proper diet, that the use of certified seed in growing potatoes is a good investment, or that a large farm business results in a more efficient use of labor.
- The *adoption of a farm or home practice* resulting from a demonstration or other teaching activity employed by the extension worker as a means of teaching is not in itself a demonstration.
6. A *demonstration meeting* is a meeting held to give a method demonstration or to start, inspect, or further a result demonstration.
7. A *result demonstrator* is an adult, a boy, or a girl who conducts a result demonstration as defined above.
8. An *extension school* is a school usually of 2 to 6 days' duration, arranged by the Extension Service, where practical instruction is given to persons not resident at the college.
9. An *extension short course* differs from an extension school in that it is usually held at the college or another educational institution and usually for a longer period of time.
10. A *farm or home visit* is a call by the agent at a farm or home at which some definite information relating to extension work is given or obtained.
11. *Farmers (or families) assisted this year* should include those directly or indirectly influenced by extension work to make some change during the report year as indicated by:
 - (1) Adoption of a recommended practice.
 - (2) Further improvement in a practice previously accepted.
 - (3) Participation in extension activities.
 - (4) Acceptance of leadership responsibility.
 - (5) Or by other evidence of desirable change in behavior.
12. A *4-H Club* is an organized group of boys and/or girls with the objectives of demonstrating improved practices in agriculture or home economics, and of providing desirable training for the members.
13. *4-H Club members enrolled* are those boys and girls who actually start the work outlined for the year.
14. *4-H Club members completing* are those boys and girls who satisfactorily finish the work outlined for the year.
15. A *project leader, local leader, or committeeman* is a person who, because of special interest and fitness, is selected to serve as a leader in advancing some phase of the local extension program. A project leader may be either an organization or a subject-matter leader.
16. A *leader-training meeting* is a meeting at which project leaders, local leaders, or committeemen are trained to carry on extension activities in their respective communities.
17. *Letters* written should include all original letters on official business. (Duplicated letters should not be included.)
18. An *office call* is a call in person by an individual or a group seeking agricultural or home-economics information, as a result of which some definite assistance or information is given. A telephone call differs from an office call in that the assistance or information is given or received by means of the telephone. Telephone calls may be either incoming or outgoing.
19. A *plan of work* is a definite outline of procedure for carrying out the different phases of the program. Such a plan provides specifically for the means to be used and the methods of using them. It also shows what, how much, when, and where the work is to be done.
20. An *extension program* is a statement of the specific projects to be undertaken by the extension agents during a year or a period of years.
21. *Records* consist of definite information on file in the county office that will enable the agent to verify the data on extension work included in this report.
22. Extension work with *young men and women* shall apply in general to those who are primarily rural and approximately 18 to 30 years of age. (Recommendation of Older Youth and Young Adult Planning Conference, Jackson's Mill, W. Va., February 21-25, 1949.)

ROOM USE ONLY

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