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EXTENSION SERVICE *Review*

JUNE 1960



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U. S. DEPARTMENT OF AGRICULTURE

Putting Your Best Foot Forward



Official monthly publication of
Cooperative Extension Service:
U. S. Department of Agriculture
and State Land-Grant Colleges
and Universities cooperating.

*The Extension Service Review is for Extension educators—
in County, State and Federal Extension agencies—who
work directly or indirectly to help people learn how to use the
newest findings in agriculture and home economics research
to bring about a more abundant life for themselves and their
community.*

*The Review offers the Extension worker, in his role of edu-
cational leader, professional guideposts, new routes, and tools
for speedier, more successful endeavor. Through this exchange
of methods, tried and found successful by Extension agents,
the Review serves as a source of ideas and useful information
on how to reach people and thus help them utilize more fully
their own resources, to farm more efficiently, and to make the
home and community a better place to live.*

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EAR TO THE GROUND

An industrialist was once asked who was the most valuable man in his employ. "Why Charlie, our elevator man," was his somewhat surprising reply.

"Charlie bubbles over with good humor. He always has a smile, a joke, or a friendly word for his passengers. After a ride with Charlie, you can't help but feel good. Charlie is the best public relations man in the entire organization."

The Charlies in Extension aren't elevator operators. They're administrators, specialists, supervisors, county workers, secretaries, clerks. They're every employee in every office of the Extension Service.

All of us come in contact with a large number of people every day. Just like the visitors to Charlie's firm, these people form their opinion of Extension through their impression of us.

This doesn't mean that we should spend all our time as "Charlies"—telling jokes and just being friendly. Nor does it mean that we practice public relations like the "men in gray flannel suits" on Madison Avenue. Public relations for Extension includes a friendly attitude and it's more than the Madison Avenue variety. As labeled on this month's

cover, it's Putting Your Best Foot Forward.

This issue opens with two articles about public relations problems facing agriculture and what can be done about them. Then Director Sanders of Louisiana lists some "publics" of Extension.

The balance of the issue illustrates extension efforts in working with the groups defined by Director Sanders. These include internal publics—our fellow workers in the office and elsewhere in the organization—and external publics. Among the latter are elected officials, organizations, business, mass media, other government agencies, and the general public.

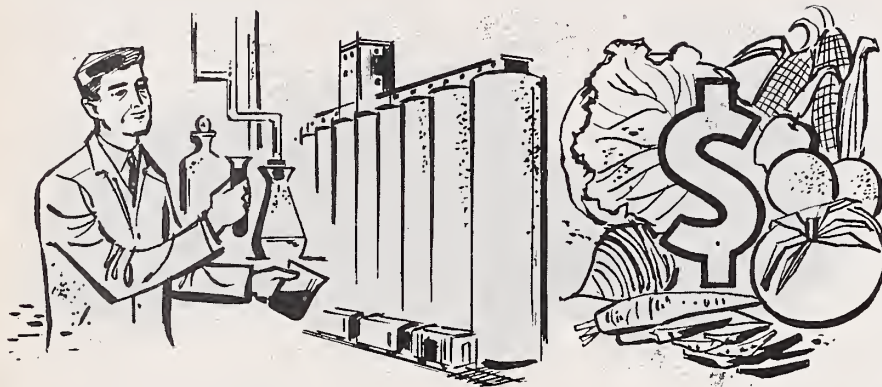
Some articles report special efforts to reach certain groups. Others tell how extension workers helped carry out community or countywide activities. Both types of activities—special events and our day-by-day work—lead to better understanding of Extension. Both show the value of Putting Your Best Foot Forward.

Speaking of public relations, mine slipped last month. I should have credited the May cover photo to Tri-County Publishing Co., LeMont, Ill. Models for this photo version of the 1960 4-H poster were George and Faye Anderson, Will County, Ill. The photo was used on a 4-H supplement to Tri-County's 7 newspapers.—EHR

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public relations in agriculture



A LOOK AT THE FACTS

by EARL L. BUTZ, *Dean of Agriculture, Purdue University*

AMERICAN agriculture has become public relations conscious in recent years. For many decades agricultural producers and processors have aggressively merchandised farm products. But just recently have we felt the need to "merchandise agriculture." We now seek consumer acceptance of our policy as well as of our "product."

Smarting under an increased tempo of urban resentment about some things on the farm front, agricultural leaders sense the need to work their way out of the "public dog house" before that address becomes permanent.

Why Don't People Like Us?

We are naturally startled by the above question. We are not fully aware that people don't like us. Yet, if everyone liked us, we wouldn't be writing about the need for public relations. So let's look at some underlying reasons why we now feel the need to "merchandise agriculture."

Imagine for the moment that you live in downtown Chicago. You are several generations removed from the farm. Your work is in no way connected with the agricultural industry. Your only contact with agriculture is your grocery store and what you read in the newspapers.

What are the things about agriculture that would probably irritate you?

The underlying reasons for a hostile attitude toward agriculture may be grouped in six categories. Like all arguments, some of these are without foundation and some with. They are:

1. High food costs.
2. Big farmers are getting rich and driving big cars.
3. Heavy cost of farm subsidies from taxes.
4. Special favors for agriculture, such as cooperatives, taxes, credit.
5. Sprawling and expensive bureaucracy.
6. Agricultural research and education create costly surpluses.

Now let's examine each of these to see if they are true or untrue.

Facts and Fancies

High Food Costs. This typical urban belief is without foundation in fact. The retail price of food in America is lower now than it was a year ago, and some 2.5 percent below the level of two years ago. Indeed, it is only 3 percent above the level of 1952.

In the meantime, purchasing power of our people has risen substantially. During the same 8-year period, while food prices were rising only 3.0 points,

the index of all consumer prices rose 11.9 points.

We get our foods with much less time spent earning it. And we eat more and better foods than ever before in our history. We're all "eating higher on the hog" and enjoying it tremendously.

Big Farmers Are Getting Rich. In the aggregate, this surely is not true. However, individual farmers who know their business are doing "okay" financially.

Some farmers drive big cars. But there is nothing wrong with that. Ours is an economy where the efficient and progressive are supposed to prosper. Urbanites should not condemn agriculture because successful individuals in it make a satisfactory income.

Heavy Cost of Farm Subsidies from Taxes. This urban attitude has foundation in fact. The USDA this year will spend an all-time record sum in excess of \$6.5 billion. Of course, this isn't all subsidy. Not by a long shot. But in the neighborhood of \$3.5 to \$4.0 billion is for subsidy and price support payments.

In defense, it can be pointed out that agriculture is not unique in receiving substantial subsidy. But this type of argument is simply the pot calling the kettle black. The argument is not valid.

We need to get our farm programs on a more effective and a more rational economic track if we expect this urban attitude to subside.

Special Favors for Agriculture. There is truth in this attitude. Agriculture has long received special aid for cooperatives, preferential treatment on taxes, easy credit, irrigation districts, soil conservation districts, electricity and a large variety of related items.

Agriculture is not unique in this respect. Other sectors of the economy likewise have received special assistance. This is in the best American tradition.

Sprawling and Expensive Bureaucracy. There is some truth in this. USDA programs and personnel reach into every agricultural county in the country. They should and we need not apologize for this. The services performed by our agricultural extension
(See *Look at the Facts*, page 122)

ACCENT

THE POSITIVE

by ED LIPSCOMB, *Director of Public Relations, National Cotton Council of America*

FARMERS have long been concerned about the cost-price squeeze. Falling prices for the things the farmer sells and rising costs of the things he buys are responsible for this pressure.

But another and even more serious factor has been added to the equation. Now it reads: "cost-price-public opinion squeeze."

This last factor is so important that correcting misconceptions about agriculture and getting the public back on the farmer's side are the most urgent jobs facing farmers, extension workers, and everyone connected with agriculture.

If these things aren't done—and done quickly—the farmer is faced with being reduced to the status of a peasant in a land where peasantry is extinct.

Total Effort Needed

The situation is indeed dark. But there's one gratifying aspect in the present deplorable state of public relations for agriculture. It is so bad that agricultural people are finally waking up and doing something about it.

Extension workers, who are perhaps closer to the problem than anyone else, know that correcting the situation is not going to be easy.

Public opinion toward agriculture today is the product of a decade of

misconstrued facts and misdirected criticism, plus complacency on the part of many people. It can't be corrected overnight. If it is to be corrected at all, however, a comprehensive program must be started immediately.

Big Job

Because of the intensity of the attacks against agriculture, the effort to stem them and turn the tide must be a tremendous one. And it must be effective from the outset, for neither agriculture nor America can afford a false start.

Several aspects of agriculture's present public relations position make doubly difficult the conversion job that must be done. Agriculture's house is already blazing and the occupants are on the defensive. Neither of these factors is conducive to an easy solution.

There is no adequate machinery in place to fight the problem. And there is no central source of adequate ammunition—positive facts about agriculture—with which to wage the war.

Many people in agriculture are interested in compiling a priority list of things to be done. More are recognizing the need for a solution to the problem. That part of the program seems to be well on the way to success.

But when the enthusiasm created by recognition of the problem is unleashed to do something about it, that enthusiasm must be carefully directed toward the ultimate goal. Otherwise, pitfalls and false approaches along the way will assure failure before the program begins.

One of these pitfalls is to assume there is some sort of magic in public relations. This is simply untrue.

Like agriculture, public relations is a lot of hard work. That work is aimed at seeing that positions and policies of the group in question are understood by and acceptable to the public.

It is also untrue to assume that public relations will make people love agriculture as it is. This can only be true if agriculture, first, lives lovably and, second, tells people about it.

Everyone Involved

The temptation is great for agriculture to base a public relations campaign on the idea that "others get subsidies too." This might direct public wrath to other segments of the economy and provide some inner satisfaction for the farmer, but it will not improve his own position. To blame everything on politics is an equally unworkable base for agricultural public relations.

Less than half of the nation's farmers are directly concerned with the programs and crops which are the most prominent targets of current attacks. So it would be natural for many of the remainder to feel that they have no major interest in the matter.

To take such an attitude is to assume a head-in-the-sand position that leaves vital and tender parts conspicuously exposed. Farmers are farmers as far as the public is concerned, and every person connected with agriculture is involved.

To assume that the public is interested in agriculture's problems is also unsound. Although the public probably should be concerned about what happens to that segment of the economy responsible for putting food on their tables three times a day, the truth is that food and fiber in this country are taken for granted. Suc-

(See *Accent the Positive*, page 118)

Who Are Our Publics?



enough support from enough people to secure the funds necessary for survival. Good public relations, therefore, are not only desirable for Extension, they are absolutely necessary.

We use the term "public relations" rather glibly. We speak as if our relationship is with one public. Every person, every organization, has contacts with many individuals in many groups and in many types of organizations. Actually, every person has not "a public" but many publics.

Good public relations require that we delineate these publics and that we tailor our policies and our programs to fit the needs of each. Thus we build good relations with each particular public. If we are successful, the sum total of our activities will result in good public relations.

Publics Defined

Who are our publics? Each extension worker may have a slightly different set of publics. Each should separate his public into the groups which compose it.

Our most important public is our immediate group in the project and the office—our closest associates and co-workers. Each of us must begin there to consider our relationships. Then each person should look at all the people who make up the organization of which he is a part—those with whom he works and associates immediately; those who are responsible to him; and his supervisors and administrators.

In the recent public relations inventory, the ECOP Subcommittee on Public Relations suggested that every State include an analysis of relations within the extension organization. Good relationships within the organization will help build morale essential to good relationships with those outside of the organization.

We in Extension are part of larger organizations. We are part of the

land-grant college and we are part of the U. S. Department of Agriculture. So it is advisable that we look at our relationships with these two organizations.

Within the parent institution, each of us has relationships with supervisors, administrators, and teaching and research personnel. Good will and mutual support among the three divisions of our land-grant college will make it a more useful and more powerful organization.

External Publics

Everyone will agree that we have a public within the organization and a public within the parent institution. Beyond that point, opinion may vary as to who constitutes our publics.

All of us have or should have contact with elected and appointed officials. In fact they are a key public of Extension because they determine the appropriations which we receive.

In this public, we include members of the U. S. Senate and House of Representatives; members of the State legislature; the governor; commissioners of agriculture, conservation, and education; county officials; and now, to a greater extent than in the past, city officials, town officials, and in some areas township officials.

All of these elected and appointed officials are key people. They are leaders. They wield influence far beyond the power to appropriate funds.

We meet another large segment of our public through organizations. These include general farm organizations; commodity organizations; breed associations; educational, civic, service, labor and church organizations; special interest groups; and farm-related trade associations.

In serving agriculture and homemaking today, we have contact with many business groups. These include

(See Our Publics, page 122)



by H. C. SANDERS, Director of Extension, Louisiana

EVERY normal person wants to be liked by those with whom he works. He wants to be well thought of by the people he serves. He wants the people with whom he comes in contact to feel that the work he is doing is important and that his organization is worthy of support. So every normal person desires to have good public relations.

Those of us who serve in publicly supported agencies have another reason for good public relations. Publicly supported organizations must have

Create A Warm Atmosphere for Internal Communications

by F. L. BALLARD, Associate Director of Extension, Oregon

THE term "internal communications" implies spreading information within a group about things which affect the group. This group may be an entire operating organization or it may be certain segments within the organization.

A high degree of competence in internal communications means more understanding and more purposeful results throughout the entire Extension organization. This is increasingly important as Extension grows and expands programs both in width and depth.

Examination of most extension projects, particularly the newer ones, discloses that practically every one appreciably overlaps another and perhaps several others. This establishes necessity for organization-wide understanding and close and considered cooperative participation by the personnel closest to the action.

Overall Look

Communication in an Extension organization begins with the *what* and *why*. This is policy. *How*, included to establish cooperation or mutual assistance, is implementation. *When* is based on necessity of knowing why this time or that time may be the right time. *Who* clarifies relationship of staff members to actions underway and to each other.

An even greater objective of internal communications is to create spirit and a well-rounded sense of satisfaction.

In administration, much attention has been given to the mechanics of internal communication and less to the human relations factors. It is easy to set up a theoretical smooth-working plan for internal communications. But making the plan work is something else.

The plan may start with a fixed practice, such as regular staff con-

ferences. There may be a fixed schedule for conferences about home economics, 4-H Club work, or other segments. There may be regular weekly meetings of supervisors. Where county staffs number three or more, there may be weekly staff meetings.

Periodic newsletters may be sent to all staff members from the Director. Other circulars may be devoted to philosophy, action and news. There is, of course, almost always an annual staff conference.

Probably a program for internal communications should include all or most of these. All may be conscientiously attended and expeditiously handled but still miss highest effectiveness. They may be too coldly mechanical. It may be overlooked that the people involved are persons in full right as well as official associates.

Communication involves more than a bundle of tricks. A prime requirement is a receptive atmosphere.

Communication has more ramifications than are apparent at first glance. Words, the staple item in

communication, sometimes mean different things to different people. Attitudes, even if unexpressed, may be at times as forceful as words. Words may say one thing but total communication, because of attitudes, may really be something different.

Communication is a two-way process. Words from the administrator or leader go in one direction. The return flow of words, expressed attitudes, manifestations, even physical reactions, may change, clarify or soften the outward flow.

Barriers Analyzed

When the communications procedures are too coldly mechanical the return flow necessary to full communication may not develop at all. This establishes an attitude likely marked by the old phrase, "in one ear and out the other," which nullifies the whole process.

How do communication steps become too coldly mechanical? A long list of depressants could be added up but space does not permit. A few of them are: disproportionate use of available time by the administrator or leader in autocratic type presentations; obvious allegiance to a self-propelled agenda; obvious following of a time deadline; presentations from theory rather than from case examples. Any of these are a wet blanket on a staff conference.

(See *Internal Communications*, page 118)



Oregon supervisors discuss work of county extension councils during weekly staff meeting.

Paving the ROUTE TO UNDERSTANDING



by L. E. HOFFMAN, *Director of Extension, Indiana*

THE written word is the backbone of Purdue University's agricultural extension internal staff communications system. This is because perception through the human eye is keener than through the ear.

These written communications furnish a permanent record for easy reference. They increase efficiency and define our objectives. They keep the staff informed, an important morale factor. And often they determine a course of action.

Our rule of thumb for evaluating these communications is simply this: clarity, conciseness, accuracy, and timeliness.

Major Tool

Keystone of our system is The Purdue Periscope, a four-page bimonthly multilith publication. It is distributed to county agents, home agents, and resident staff members.

Originated about 15 years ago, The Periscope replaced an often delayed and lengthy news letter. The name was chosen in a statewide contest for extension personnel. The title is carried out in an illustration.

The Periscope carries a distinctive format and is always printed in black ink on goldenrod paper for high visibility. Agents have told me that whenever they see the distinctive goldenrod sheets they read them immediately.

The Periscope has some 15 "departmental correspondents" who submit items of interest to both county and resident staff members. Deadlines are

maintained to insure timeliness of information submitted and still leave a margin for processing and mailing. A county agent supervisor is responsible for compiling the contents of each issue.

A typical issue follows this pattern: page 1—items of interest to the entire staff; page 2—information of primary interest to home demonstration agents; page 3—general agricultural and 4-H club items; and page 4—Coming Events in Indiana Agriculture.

"Coming Events" is a page of major agricultural events involving the University. These are summarized in four columns—events, dates, specific locations, and persons in charge. These events are listed chronologically according to opening day.

One of the major benefits of The Periscope as a tool in our internal staff communications system is that it reduces the number of circular letters. Of course, if an urgent matter arises immediately after The Periscope has gone into the mail, this information is transmitted by letter.

In subject matter areas, we use multilithed newsletters. The State home economics staff issues such a publication for home demonstration agents. Newsletters also are especially helpful in transmitting timely information on insects and plant diseases to county agents.

To speed up and simplify communications among the resident staff, we employ a printed checklist for action. This slip lists such items as note and return, note and pass on, note and

advise me, please handle, and for your files. Thus a simple pencil mark eliminates often the necessity of preparing an interoffice memorandum.

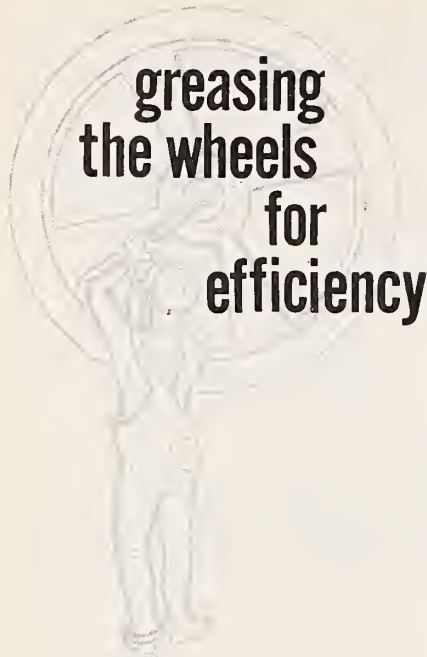
Keeping Agents Informed

Extension specialists, when replying to requests for information from throughout the State, send a carbon copy of their reply to the county agent or home agent in the county from which the inquiry originated. This practice—which is almost universally followed by our resident staff—often heads off embarrassing situations and reduces misunderstandings to a minimum.

We use face-to-face communication methods effectively. On campus, departments hold weekly staff conferences; our extension supervisors exchange ideas in conferences every two weeks; and the 4-H club supervisors confer on a staff basis about once a month.

In counties where there are more than two agents, we encourage weekly staff conferences. At our annual conferences for extension workers, we encourage face-to-face communications by devoting a specific time each afternoon for talks between county personnel and specialists. Information desks manned by State staff members are maintained for the convenience of county workers attending the conference.

Resident staff conferences, about six a year, help obtain understanding, (See *Route to Understanding*, page 118)



greasing the wheels for efficiency

by GARRETT E. BLACKWELL, JR.,
Yuma County Agent, Arizona

FOR professional extension workers, efficient use of manpower stands out head and shoulders above other essentials of management. And probably the biggest contributor to efficient manpower management is staff relationships.

Good staff relations at all levels—county, State, and Federal—are essential to smooth efficient operation of an extension program. This fact is doubly important at the county level where contact with people is on a face-to-face basis. Good staff relations also become more important in multi-agent counties where there is a wider variety of staff personalities, backgrounds, attitudes, and abilities.

There are many ways to develop and maintain good staff relations. But four important factors go a long way toward greasing the wheels of good office management.

- Staff members must develop a sense of responsibility.
- Staff members must feel independent.
- Staff members must have a sense of belonging.
- Staff members must communicate.

In developing a sense of responsibility among our professional and secretarial staff, each is given definite responsibilities. For example, one person is responsible for maintaining bulletin supplies and displays; a stenographer maintains the addressograph system and mailing lists; another staff member is responsible for audio-visual equipment; and one is in charge of radio programs.

Some re-occurring responsibilities, such as monthly newsletter publication, are rotated among the agents. Agents also take turns as agent-for-the-day to handle all office and phone calls that are not specifically for another agent as well as any odd jobs that arise.

Having specific responsibilities, sharing mutual ones, and perhaps being called to task by other staff members give members a sense of interdependency that lends itself to group solidarity.

A feeling of independence, plus knowledge of the cooperation and support of the group, is essential to the success of a smooth running organization. Independence, in this case, means adequate opportunity to use personal initiative, talent and ideas, within a broad framework of limitations, to accomplish the job.

Recognize Abilities

To utilize special training, talents, and preference, our agents are assigned major areas of responsibility. For example, we have agents with primary subject-matter responsibilities in field crops, horticultural crops, livestock, youth-agriculture, youth-home economics, adult home economics, and agricultural economics and administration.

Our stenographers operate on a pool system with one secretary in charge, but with each assigned her own area of responsibility. Here again talent and work preference are utilized. Stenos talented in art usually fall heir to a lot of stencil work. Some like to organize files and run the machinery while others like to meet people and answer the phone.

Recognition and utilization of these individual differences answer a definite need in the individual staff member. And they aid in smooth operation of the office.

Attempting to give or acquire independence by becoming highly specialized in one area has advantages but it also has its disadvantages. Chief among the disadvantages is the tendency of people to establish rigid boundaries around their specialty field. Resentment toward trespassers and refusal of staff members to participate outside these specialty boundaries are sure death to a smooth office operation.

Talking Things Over

Communications basically is a matter of developing understanding among the people involved. Weekly staff conferences contribute to the development of staff members' senses of belonging, security, and importance.

Everyone aspires to achieve status in the groups in which they participate. An extension staff is no exception. It's difficult for us to raise our own self-concept. So others must help us accomplish this.

Each of us needs to share freely with others who have similar interests. Staff members need to get well acquainted so that it is easier to bring up subjects about which they are uncertain or which might embarrass them among less familiar folks. We need a chance to exchange and compare observations, share interpretations and feelings about the behavior of the people with whom we work. We need to be asked questions which wouldn't have occurred to us.

All these experiences help us see that our original perceptions, interpretations, judgments, and feelings were not the only answers. Our co-workers seldom see or feel as we do when we are all looking at the same problem. Their ideas add new perspective to our attitudes. They help us (and we them) to see our course of action more objectively—less colored by our own biases.

Good human relations — understanding human needs, recognizing causes for human behavior, and being able to build on these needs and motives—are the basis for getting the most out of any group.

The family approach is often used in extension programs. The old ad—*(See Greasing the Wheels, page 120)*

BUILDING A PROGRAM AND GOOD RELATIONS

by HOWARD H. CAMPBELL, Nassau County Agent, New York

DURING the past 30 years the characteristics of Nassau County's population have changed markedly. From 303,000 persons in 1930, the population has increased to 1.3 million today. The number of farmers has declined from 576 to 125, most of whom are commercial florists.

Suburban homes and businesses have taken over much of the commercial agricultural land. Nassau County is no longer a rural area. It is part of American suburbia.

Easing the Changes

These transformations have brought about many changes in extension work in this county—a transition made easier by the executive committee's foresight many years ago. The changes include the kinds and numbers of persons the agents deal with, the types of problems presented, the size of the extension staff, and the methods used to ascertain people's needs and to supply the information.

When I began work in the county 32 years ago, I was told that my first responsibility was to the farmers. But I was to work with others too, for after all, good public relations were important, and everybody's tax dollar was helping to pay extension's bill.

Today the situation is substantially altered. The requests of thousands of suburban residents occupy most of the extension staff's time. The farmer, too, is served no less effectively than in the past.

Farmers and suburban residents actually have many of the same needs today. They both want help with gardens, landscaping, house and grounds improvement, leadership and advice in 4-H activities and home economics.

The interests of nonrural residents,

however, tend to dominate the scene. An indication of this is that the most important crop today in the minds of Nassau County residents is turf grass—more than 53,000 acres of it, 35,000 of which are in home lawns.

Lawn Demonstrations

To meet the demand for information and improvement, the Nassau County Department of Public Works established 3 acres of experimental and demonstration plots in Nassau County Park. Demonstrations are planned by Robert C. O'Knefski, associate county agent, for the thousands of "grass-conscious" people who come to the field days to observe and ask questions.

Another means devised to deal with the ever-increasing flood of questions is the 1-minute recorded telephone message. Each week during the gar-

dening season, five timely messages are recorded. These usually alert people to impending garden problems.

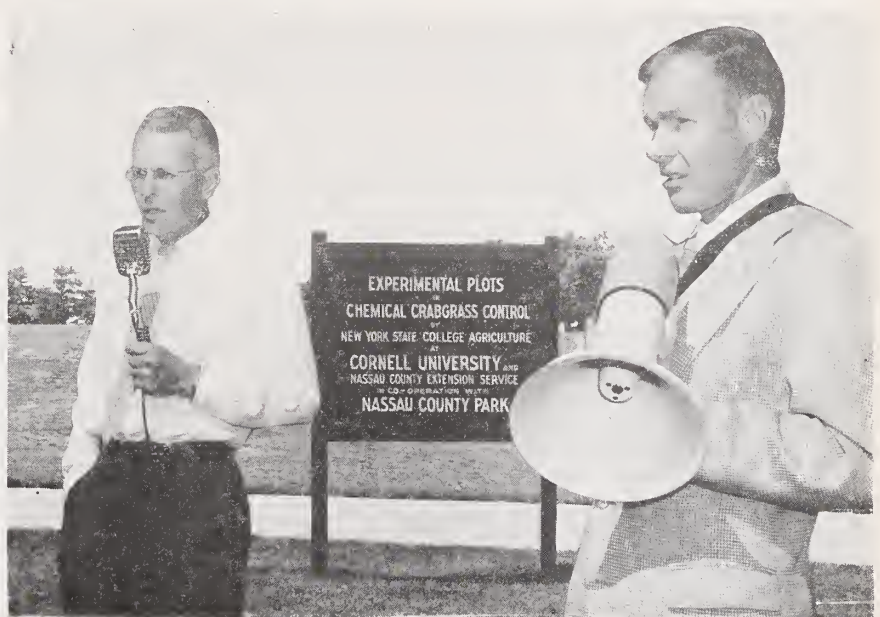
The response to this device has been excellent. Calls for recorded information range from 500 to 2,000 a day.

The recorded information is also mimeographed and sent to garden centers, many of which have been established by former farmers in buildings they retained when they sold their land to home builders. Already acquainted with Extension's agricultural program, they now serve as "ambassadors of good will" and pass along information usually based on extension recommendations.

This service has greatly increased the number of calls coming into the extension offices. The name of each person who calls the office or comes in personally is recorded and the problem area of the call is listed. We also note whether the call was taken care of by an agent or the secretary.

This information is valuable when the recorded messages are outlined for the coming week. It indicates the problems of present concern and makes the staff aware of situations that need attention.

Other forms of the expanded extension program include aiding groups previously believed outside the (See *Building a Program*, page 118)



Thousands of suburban residents attend field day programs on lawns, gardens, landscaping, and home grounds improvement. Sign in background gives credit to cooperating agencies.

Improving Relations with County Officials

by V. G. YOUNG, State Agricultural Agent, Texas

COUNTY judges and commissioners of Texas have an important part in the extension program. The counties support about 31 percent of the total extension budget in Texas. This support justifies every effort to keep these officials thoroughly informed on extension activities.

With this phase of public relations in mind, a conference was planned that would be helpful to county judges and commissioners in their individual functions in county government. The results after two conferences have been most satisfactory. County officials have made such remarks as, "We've been able to save our taxpayers thousands of dollars when we applied methods learned at the conference."

Extension Values

Extension personnel also have voiced their appreciation of results. District agents observe a warmer and more friendly attitude on the part of officials who attended the conference.

Each Texas county is divided into four precincts, with one commissioner elected from each precinct. The four county commissioners and the county judge constitute the county commis-

sioners court. This is not a court in the usual sense but is an administrative body.

The county commissioners court has supervision over the county budget and thus is interested in county extension work. In some counties it formulates the budget; in others it reviews and approves or disapproves a budget submitted by a county auditor or other fiscal official.

The idea of a State conference for county judges and commissioners was submitted first to the officers of their State association. They were eager to co-sponsor such a conference with the Extension Service.

Some doubts were expressed, however, whether the conference could be successful if the program were merely a "show window" that would attempt to do a selling job for Extension. So the program committee for the conference was careful to avoid any presentation that would give such an implication.

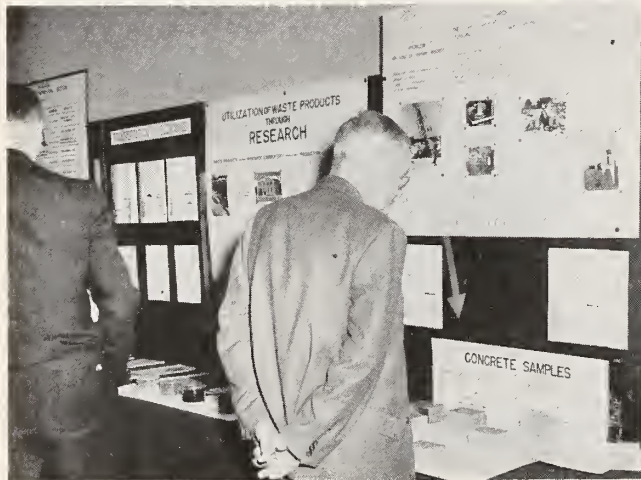
The conference was planned to present only information helpful to the county commissioners and judges. This planning was so thorough that some separate sessions were held for the two groups to discuss problems of interest only to the specific groups.

When all registrations were counted at that first conference in February 1959, they showed 102 counties represented of the 254 counties in Texas. More than half of the 275 persons attending had never been on the Texas A. & M. College campus before. This demonstrated the value of holding the conference at the land grant college. Registrations for the second conference in 1960 included about 200 who attended the first conference.

Based on Research

Much of the program information was developed from research by Texas A. & M. College System. Six extension specialists related the results of research on such topics as systems for reevaluation of real property and use of herbicides on brush and grass control on right-of-way. Another topic of interest to the group was, "How are your public relations?" Topics discussed by other authorities included shop records and road machinery maintenance.

Exhibits showed the functions of various parts of the Texas A. & M. College System and where information. (See *County Officials*, page 124)



Between sessions, judges and commissioners view exhibits and discuss individual county problems.



Officials designate their home county on map showing "Who's Here" at the conference.

COOPERATION solved the problems



by CEDRIC d'EASUM, Assistant Extension Editor, Idaho

Bugs in clover and weeds in wheat provided opportunities for two examples of public action in Idaho. In each case, cooperation helped solve the problem.

The clover bud caterpillar showed up in Idaho County in 1958 after 10 years of dormancy. Numbers were large enough to threaten serious damage to White Dutch and Alsike clover seed, a major crop in the county.

The caterpillars appeared in June and the clover was well developed. The situation was critical.

A few trials showed that DDT did not kill the caterpillar. So a chemical to do the job had to be found in a hurry.

Joint Effort

"Everyone went to work," says George Cook, county agent. "Growers, the supply warehouse, chemical companies, and the commercial sprayer joined in the effort. There was fine spirit of mutual planning. I phoned the entomology department at the University of Idaho and they got right on the job."

Because the bud caterpillar was protected in its curled position under the leaves, it was not touched by contact sprays. Fumigation was necessary and the insect specialists recommended parathion.

Doug and Harvey Nail, clover seed growers, obtained the chemical and

saw that safety precautions were followed in its use. Fields were posted and signs placed on roads. This caution paid. There was no injury to man or beast.

A spray plane dropped the mist in early morning. Bud caterpillars died by thousands and the crop was saved. In certain areas damage was too far advanced to remedy but most of the acreage developed healthy seed.

The Nail brothers use bees for pollination and for honey. There was a chance the chemical would kill bees but early morning application spared them. The chemical hit the clover fields before the bees were active. So bee losses were slight.

"We learned what to use and when to use it as a result of this cooperative job," County Agent Cook says. "We were ready in 1959 but the caterpillars did not come back."

Thanks to blending of efforts in an atmosphere of cooperation, the program was successful. Idaho County is going right on raising clover seed.

Latah County farmers took a whack at weeds. Like those in many counties, Latah farmers know weeds are expensive.

Winter wheat accounts for nearly 40 percent of Latah County's farm income. So weeds in wheat are the biggest problem. They also plague barley, peas, oats, and other crops.

The county advisory committee nominated weeds as the number one problem. The county has 1300 farms

averaging 300 acres each. Annual loss because of weeds is estimated at \$800 per farm. Canada thistle is most common and morning glory is next.

To do something about this \$1 million annual bite in farm income, the program projection committee took steps to pull some of the teeth. The people of the county organized 20 community weed districts with local responsibility.

Community control was chosen as the best way to tackle the problem. This gives each area the responsibility for efforts to fit its own situation. Each weed control district elects several committeemen, with one member serving on the county committee.

Each district committee decides what it will do and how. They arrange educational meetings, help farmers schedule spray equipment, and seek cooperation of owners of non-agricultural land having weeds that may spread.

Committeemen report to the county weed supervisor those farmers requiring help in weed control. Persuasion rather than force is the policy.

Widespread Benefits

In a little more than 2 years, community action on weed control has convinced leaders the job can be done. Nearly 100 committeemen are involved and more than 400 people have attended weed meetings. The advisory committee says there is increased cooperation by owners of timberland and other non-tillable land.

Latah County commissioners support an annual weed day when hundreds of farmers learn how to rid themselves of the million-dollar millstone. There has been more enthusiasm for weed research and recommendations of the University of Idaho. A weed fighter organization spearheads a continuous effort and works closely with the extension weed specialist. Members of 4-H clubs have developed greater interest in weed projects.

"The idea of community action is helping to get the job done," says County Agent Homer Futter. "The people recognize the need for cooperative control. The feeling is optimistic and the results are encouraging."

WORKING WITH BUSINESS

by HAROLD E. JONES, *Director of Extension, Kansas*

AGRICULTURE is more than farming. The word "agribusiness" better describes the multitude of occupations that depend upon agriculture for their livelihood.

Agribusiness means employment for people. Forty percent of the labor force of Kansas depends solely upon agriculture or agricultural industries for their employment. Payrolls for Kansas workers supplying the needs of farm operators and handling farm products total \$352.5 million annually.

All segments of the agricultural economy are highly interdependent. It is not possible to conduct an educational program which adequately serves the farmer-producer without influencing other phases of agribusiness. Helping these firms become more efficient benefits all of agriculture, including the farmer.

Extension's Role

Extension, backed up by research from the U. S. Department of Agriculture and the land-grant universities, can help increase the efficiency of agribusiness firms. Successful cooperation with these firms depends upon our willingness and ability to offer educational programs of direct benefit to them.

Traditionally, Extension has worked with credit, machinery, feed, fertilizer, and marketing firms. But our purpose has been to secure their assistance on programs of primary interest to the farmer. These companies also have problems which Extension can help solve.

The principles of extension programming and basic teaching methods used successfully with farmers apply equally well to cooperation with agribusiness firms. Facts must be assembled which are specific to the operation and management of these industries. Then the manner in which these facts are presented is essentially the same as in the teaching of farm management and production practices.

Representatives from agribusiness must be involved in planning educational programs for the industry. They respond just as eagerly as farmers to personal contacts, demonstrations, meetings, and publications which carry information helpful to their business.

Different Approach

The major change in approach lies within Extension. Our county agents are no longer the front-line teachers when we deal with agribusiness firms. This is a job for specialists. The firms cover too large an area to be handled by the county staff. Just like farmers, firm management expects extension people who work with them to be well informed about their industry.

Fortunately, the number of key people in an agribusiness industry is not large. It does not require many trained extension personnel to operate a successful program with any single industry.

In Kansas, Extension has worked successfully with a number of agribusiness industries, including rural bankers, grain elevator operators, feed manufacturers, implement companies, fertilizer dealers, milk processing plants, livestock marketing firms, and retail food dealers. The manner in which we cooperate is illustrated by our program with retail food dealers.

Until 3 years ago, we had no cooperative program with retail food dealers. The industry had little reason to be familiar with Extension programs.

However, sufficient experimental data were available from USDA and other sources to form the basis for a strong information program. We were confident that our teaching methods could be adapted to this program.

We went through several well-defined steps in reaching our present stage of cooperation with the retail food industry. These included:

1. Staff preparation. Facts were assembled about how the industry operated; what intra-industry organization existed for mutual exchange of information; what experimental data were available for improvement of industry practices.

Our specialist, Sykes Trieb, visited other States with similar programs and attended conferences where information was presented by industry and USDA specialists. We discussed the program thoroughly with Lewis P. Norwood, Federal Extension Service specialist.

2. Introduction of Extension to industry. The specialist visited several individual firms.

3. Formation of industry advisory committee. Twelve key people representing more than 2200 food retail stores, a substantial portion of the industry in Kansas, met with us at the University. For most, this was their first visit to the campus except to attend a sports event.

These industry people were greeted by our top administrators and the operation of the Extension Service and its programs thoroughly explained. Broad objectives were outlined for a possible cooperative program with the industry.

The advisory committee helped plan a food retailer conference to kick off the program in the State. They seemed to welcome Extension's interest in their problems.

How It Works

4. Presentation of program to industry. More than 250 industry representatives attended the food retailer conference which introduced the extension program to the industry.

5. Establishment of demonstration stores. Demonstration stores are the heart of the retail food dealer program. Store locations were selected where new practices could be demonstrated and other stores could bring key personnel for training.

The plan was to establish several of these stores covering most geographical areas and most of the different types of stores in the State. These were to range from small neighborhood operations to member stores of large chains.

The extension retail food specialist
(*See Working with Business,*
page 124)

TOWN AND COUNTRY MEET

by R. B. DONALDSON and W. F. JOHNSTONE, *Extension Economists*, and P. G. HARR, *Assistant 4-H Club Leader, Pennsylvania*

It's proven—economics can be exciting and interesting. More than 200 older youth participating in Pennsylvania's new Town & Country Business Program will testify to the life and vitality in marketing, business, and economic topics.

Pennsylvania folks don't claim a magic formula. But they've found that by taking older youth and a half dozen or more local business firms, mixing with some well defined educational objectives, plus leaders from business and agriculture, you come up with a significant and intensely interesting older youth program.

This all started two years ago when the Federal Extension Service and Penn State entered into a contract to research, develop, and demonstrate a youth program with these objectives:

- Provide greater understanding of business as it operates through firms closely associated with agriculture.
- Teach basic economic facts that will help participants better fit themselves into the modern social and economic structure.
- Explore employment opportunities in business closely related to agriculture.
- Give youth who will go into farming a better appreciation of problems of agricultural marketing.
- Point to the needs and benefits of training and education for youth who anticipate employment with agricultural business firms.

The program has been enthusiastically received and supported by business firms. Participating boys and girls have shown unusual interest and county extension personnel are pleased with the initial experiences. Local leadership has not been difficult to obtain and parents have given full support to the program.

Interviews with business firms, youth leaders, and county personnel served as a basis for formulating the program. As developed, the Town & Country Business Program is slanted

toward the interests of maturing boys and girls, generally beyond the 10th grade level. Both rural and urban groups are enrolled in the program.

Keys to Understanding

The technique involves use of Key Points and Key Visits. A Key Point is a presentation that emphasizes the important phases of marketing and business management. Key Points have been prepared for many functions and institutions of marketing.

Key Point Meetings place emphasis on a selected Key Point and are usually presented by the business leader. They employ various educational techniques. A flip chart presentation, visuals, and discussion groups are common in a Key Point Meeting.

Two weeks following the meeting, the business executive is host within his facility to the youth participating in a Key Visit.

The Key Visit extends the abstract ideas of the Key Point into real life situations. Economics, marketing, and business practice become alive through proper use of the Key Visit. The firm becomes the "project," so

to speak, of the program. Methods have been devised to make the Key Visit more than a typical tour—they are realistic teaching tools.

The business executive is the club's technical leader during the two sessions in which he participates. The groups also have an organizational leader.

Glenn Harr, assistant State 4-H leader, declares, "This is one way of modernizing the youth program in line with today's agricultural trends."

Aubrey Vose, area marketing agent, says ". . . The Town and Country Business Program creates new contacts and new clientele. For many business firms this program represented their first contact with Extension."

". . . Opens the door for additional Extension activities with business firms." writes George Mansell, assistant Montgomery County agent, who has a second group participating in the program.

During September and October 1960, regional meetings will be held in various sections of the country. The purpose of these meetings will be to introduce the Town & Country Business idea to Extension workers who might guide the program in their states; review written materials and visuals available; explain the techniques of organizing and operating the program; and demonstrate the great potential of this program in implementing the Scope Report.



Assembly, packaging, grading, transportation, and retailing are among marketing steps learned in Key Visits to various firms.

INTERNAL COMMUNICATIONS

(From page 110)

In the case of newsletters and circulars, overpreachment on the basis of theory precludes warm acceptance. This type of communication should garnish any presentation of theory and discussion with praise for good accomplishments and significant personal news notes.

Since communications take deeper root in a pleasant atmosphere, the staff conference may start with a social half hour, perhaps with coffee. If 85 to 90 percent of the discussion comes from the floor, this will contribute substantially to building understanding.

Questions and expressed opinion from participants invariably clarify and emphasize where necessary. Neither agreement nor understanding are assured by the silent acceptance of long harangues by a discussion leader.

Staff Conferences

County staff conferences with a short-time deadline and consisting mainly of a recital of where each staff member is going to be each day, and perhaps announcement that a district supervisor will be in the county Thursday, do little to promote communication. Just how each staff member can help another member through the coming week and full and free discussion of the problems in sight or expected, with jointly arrived decision as to how to overcome them, warm the conference and help bring real communication.

The administrator, in setting up provisions for internal communications, looks beyond mere mechanics. He goes all the way back to selection of personnel, aware that it requires integrated persons to make an integrated team. He believes that persons who play well together will work well together. So he influences social contacts.

In selecting persons for key positions, he looks for status achieved by earned leadership rather than by bossing. He is aware that there is an art in group discussion. With one trend in extension pointing toward more teaching through committees and small groups, up-to-date training in successful techniques is a must.

The administrator knows the accepted principles which are tremendously effective in communication. He thinks of many other avenues leading to those levels of receptiveness which add to the success of his decisions.

In short, the administrator subscribes to the reality that conditioned receiving may be as important as managed dispatching in establishing full understanding.

BUILDING A PROGRAM

(From page 113)

domain of county agents. They address service clubs, civic organizations, and garden clubs to bring them the latest information. Besides turf grass, demonstrations are given on trees, shrubs, vegetables, fruits and flowers. Assistance is also given to commercial vegetable and flower growers in the area.

It was not difficult to add the necessary personnel as the program grew. The need was evident and the board of supervisors willingly appropriated additional finances as required.

There is little question which should come first—the funds or the program. Experience in this county indicates that the need demands a program and the program then obviously calls for funds.

Having been favored with foresight, good planning, sufficient money, and an effective staff, the Nassau County extension staff feel rewarded by the outcome of the urban expansion program.

ACCENT THE POSITIVE

(From page 108)

cess for agriculture's public relations efforts can only come when the public is convinced that agriculture's problems are of pocketbook concern to the consumer and his family.

A solution to agriculture's public relations problem, then, means avoiding false leads and blind alleys and approaching the problem with a positive program. Such a program will include these three vital steps:

- Farmers should push their individual organizations hard to make them step up their efforts in working toward a solution.

- Farmers should lead their local activities boldly, for it is at the local

level that the outcome largely will be determined.

- Everyone in agriculture must take long, searching, and frequent looks in the mirror to make sure that what they do merits approval.

Without these assurances from the mirror, the public relations program cannot succeed.

Although farmers themselves must carry out their own public relations program, they will surely be looking for assistance. Extension workers have an opportunity to provide much of the generalship needed in directing activities to combat the problem. They can alert farmers to the consequences of not doing anything about it. They can help implement programs on the local level.

Extension workers can use their hard-earned influence with editors and broadcasters to help the farmer convert his attackers. They can see that the farmer avoids a tendency to talk exclusively to other farmers about the problem instead of to the people who need to hear.

It is imperative that extension workers seize the initiative in this matter. The future of American agriculture depends on the success of these public relations efforts.

ROUTE TO UNDERSTANDING

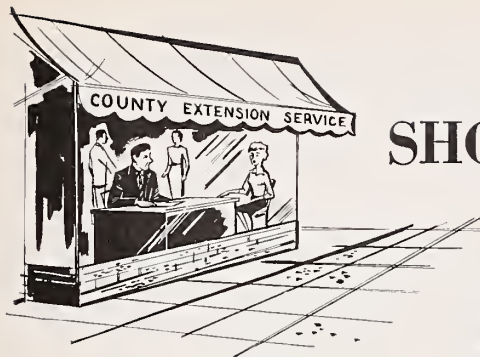
(From page 111)

particularly on policy matters. Usually, the last 30 or 40 minutes of these conferences are devoted to questions from staff members.

Research shows that the human memory retains clearly only about 10 to 15 percent of what a person sees and hears. So we try to overcome this barrier by emphasizing the importance of communications and by training staff members in how best to communicate.

County and State staff members have received workshop instruction in basic communications, oral communications, written communications, and audio-visual communications. This in-service training provides good discipline for both the communicator and the recipient.

A system of clear, concise, accurate and timely communications binds a smoothly functioning organization into an integrated whole.



SHOW WINDOW for EXTENSION

by JOHN J. SMITH, JR., *Spalding County Agent, Georgia*

THE county office is the show window of the Cooperative Extension Service. On its shoulders rests the responsibility of presenting to the public the desired, favorable impression of Extension.

The people that come to the county office are not there because they think you are a fine person or that you will tell them the latest joke. They come because they want information.

Instilling Confidence

The reception callers receive will determine how often they will return. A person's problem, to him, is large and should be treated as such. Be pleasant, be sincere, and above all, be accurate.

A friendly attitude is essential to instill confidence in the caller. If the caller has no confidence in you, then he will place no confidence in your information even though he may realize that the information is backed by years of research.

I know an actual case where the farmer did not adopt an approved practice just because the information was given in a gruff, high-handed manner. The farmer admitted that he thought the information was good, but he didn't think that he would try it.

I try to make each person feel welcome by rising from my chair as he enters my office, greeting him with a smile, and offering him a seat. If I possibly can, I call him by name. Every person thinks his name is important whether he sees it in print, hears it on the radio, or is addressed personally.

Then I ask the visitor if I can be of assistance to him. The stage has been set—I've tried to make him feel welcome, seen that he is comfortable, and placed myself at his disposal. I let him bring up the subject of his visit so he won't think he is being rushed or that I am too busy to spend any time with him.

Our time is valuable and the tendency today is to place great emphasis on mass media, group meetings, and other ways to cover as much ground as possible. But some of the best Extension work that has ever been accomplished has been through personal contact. Mass methods are good and they are necessary, but let us not lose sight of the individual and his problem.

I don't give a farmer a bulletin and tell him to go home and read it. I like to use a bulletin while discussing his problem, mark specific places for reference as the conversation progresses, and then let him take it home for reference.

Occasionally a farmer will just drop by for a bull session. If time permits, a great deal can be learned about our public during such a session. However, it is also desirable for farmers not to think of the county extension office as a place to loaf.

It is up to you to build the right kind of image in the people's mind. Then they will think of the county extension office as a place to obtain information, courteous service, and an understanding attitude.

Several farmers in Spalding County seldom visit our office but they are chronic telephone callers. These people are just as important as the ones who drop by the office. They general-

ly have specific questions and need specific answers.

In answering the telephone, your voice conveys your feelings. The telephone does not carry a smile, a friendly handshake, or a pleasant disposition. These things must be carried by voice alone.

After your secretary answers the telephone and tells you who is calling, you are on your own. You are now in a position to make or break the conversation. The way you proceed should be cordial and as if you really want to talk to the person.

A personal inquiry goes over big, such as a question about his family, his crops, his livestock, or some other items with which you are familiar.

This part of your conversation should be brief as time is probably important or the caller would have made an office visit.

Facts at Hand

For telephone calls a complete, accurate, and easy filing system should be kept on the latest information. Nothing distresses a person calling more than to wait while you fumble around a cluttered desk or an inadequate filing system looking for the answer to a question.

A way I find to be effective is to ask the secretary for a file while discussing the problem in a general way. This can be accomplished by placing your hand over the mouthpiece while the caller is answering a question. So no time is lost and the caller is assured of your undivided attention.

Returning a call is a must. When you have been out of the office and your secretary reports someone has called, return the call as soon as possible. This will instill confidence in those who call that you feel they are important.

The first qualification for a county agent is to have a genuine desire to work with people. When this is firmly established, then good public relations are easy. Do what comes naturally—a friendly and cordial welcome, offer your assistance, be accurate, be sincere, treat others as you would like to be treated.

I have found no hard and fast rules to use in dealing with our many publics. The ideas stated above however, have helped make my job enjoyable.

Foundation for Good Farm-City Relations

by **GEORGE E. LAMB**, Gloucester County Agent, New Jersey

RELATIONSHIPS between farm and city people in Gloucester County fell to a low point 12 years ago when 3,800 Puerto Ricans were brought into the county to help harvest vegetable and fruit crops.

They were housed in an old CCC camp which had been used as a prisoner-of-war camp. The barbed wire was still up and we left it there to protect the laborers' personal belongings.

But wild rumors began to spread that these dangerous men had to be kept behind barbed wire. Parents feared for the safety of their children and criticised the farmers for bringing the Puerto Ricans into the county.

Information Tour

The County Board of Agriculture decided that the best cure for the situation would be to bring press, radio and magazine people into the camp to see for themselves. So the board, in cooperation with extension workers, arranged a tour of the camp. Results were so good that similar tours have been held each year since then.

The tour is held the first Monday in August. Guests assemble in the county seat where those who don't want to drive their cars board school buses. They are taken to several farms and a business related to agriculture.

Last year, for example, we went to a 35-acre mink ranch, a 90-acre irrigated vegetable farm, and a farm which specializes in growing mushrooms. The tour concluded with a visit to the largest general store in the county.

A feature of the tour was an interesting 4-H demonstration on "Milk, From Morning 'Til Night."

The tour is climaxed with a social hour and chicken barbecue dinner. Following the dinner, an informal discussion of farm problems is conducted.

The city folks get a firsthand picture of the production and marketing problems facing our farmers. And as our guests depart, they receive gifts of peaches, blueberries, or other farm products.

The Gloucester County Board of Agriculture foots the bill for this annual tour. Last year 135 persons participated, including representatives of industry as well as the mass media.

Several months before the tour a "save the date" postcard is mailed from the extension office. Later a formal invitation is sent over the signature of the chairman of the county board's public relations committee.

The Extension staff prepares a mimeographed handout which gives detailed descriptions of each place visited. This is effective in stimulating press, radio, and magazine coverage.

Most of the work of arranging and conducting the tour and dinner is done by the farmers. The extension agents are, of course, closely tied in with the event but we don't run the show. For example, the chairman of the county board's agricultural committee is in charge of the barbecue.

Related Activities

The county board owns 11 welded steel barbecue pits and, as a public relations gesture, these are rented at a reasonable fee to other organizations. The Extension Service holds meetings to instruct representatives of these groups in the use of the pits and community meal planning and preparation.

Other planned public relations programs include two Kiwanis-farmer functions which have taken place annually for more than 30 years. The Kiwanis are hosts in the spring and the farmers hosts at an outdoor affair in the fall. Over 250 attend these functions.

A later development had been observance of Farm-City Week for the last 2 years. Farmers, businessmen,

and industrialists visit an outstanding farm and then make a tour of a major industry, with luncheon in the plant's cafeteria.

At all of these affairs the County Board has been honored with the attendance of our U. S. Senators and Representatives, the Governor, State Senators and assemblymen, and county and municipal officials.

Each year the women's extension council entertains at dinner the county's State legislators, freeholders, and members of the executive committee of the County Board of Agriculture. Some phase of the home economics educational program is portrayed to the group.

Many other events with a public relations angle, such as the annual 4-H fair, are participated in by our staff.

A well-planned public relations program provides the foundation for better urban-farmer relationships. And it effectively creates a desire among farmers to further their own cause through cooperative effort.

GREASING THE WHEELS

(From page 112)

age, Charity begins at home, certainly applies in this cause.

The family approach to a smooth running office dictates certain basic needs. These include shared and specific responsibilities, feeling of independence, sense of belonging, feeling needed, dedication to group objectives and values, and ample opportunity to develop and improve understandings.

This goal cannot be obtained by just talking about it. It requires an action program that assigns responsibilities; plans, works, plays together; shares ideas and experiences; and recognizes individual differences.

The Golden Rule is a good guideline in extension staff manpower management. It will get the most done over the long haul and maintain a smooth running organization.

Steps to Better Relations with Mass Media

by HAROLD B. SWANSON, *Extension Editor, Minnesota*

ONE of our Minnesota editors jokingly has said, "personal contacts get things printed that never should be printed." No doubt about it, personal contacts pay off. In fact, they are essential in improving relationships with mass media.

Some time ago I interviewed several leading Minnesota newspaper and radio men and asked them specifically what they thought county extension agents should do to improve their relationships with the mass media. Recently Minnesota agents have indicated special devices they use to do the same thing.

Know Your Audience

First, let's look at what press, radio, and TV want. Really this is knowing your audience.

1. *Timeliness*—One editor says, "The most important thing is promptness. The only item I like to receive at deadline time is the one that is so fresh and so recent that it couldn't possibly have been presented before."

2. *Followup*—Nothing irritates good news men more than publicizing an event widely and then giving no followup. Another editor says, "With many University specialists visting most communities, there should be a steady stream of before, during, and after stories. More often it boils down to two lines saying that, "Dr. Doe was here for the day."

3. *Newsworthiness*—One radio man says, "Frankly, the biggest problem appears to be that many extension workers have little idea of what is important from a news standpoint."

There is no general rule on what is news. Broadly speaking, however, news must have at least one of these characteristics: newness or recency, importance, nearness to point of publication, unusualness, human interest, seasonableness.

4. *News Style*—As one editor says, "The easiest way to write a story is to follow a secretary's minutes. However, the news writer selects the most important thing for the first paragraph or lead, covers the less important things further down, and omits the purely routine matters."

Radio and newspaper styles are not always the same. To save time, however, you usually send both the same material. Test your writing by reading it out loud. If it reads smoothly, it's probably suitable for both radio and press.

5. *Localization*—Mass media look at the local slant differently. Some use material affecting local readers, no matter where it comes from.

Others want complete localization. One weekly editor says, "We don't believe we can compete with dailies, radio, TV, farm journals etc. So we become specialists to give our readers the kind of news we don't think they can get or at least get as thoroughly from other sources—local news about our community and its people. If copy is to have meaning for us, it must have the local slant."

6. *Personal Contacts*—Here both sides learn first hand what each can and cannot do. No amount of correspondence can substitute for this.

When you're planning a special campaign, editors and radio men can give you valuable advice and at the



same time become involved in your plans.

7. *Equal Treatment*—Treat dailies, weeklies, and radio stations alike. It's impossible to lay down any rule for all local situations involving local weeklies, dailies, and radio stations. You have to play this by ear!

8. *Acceptable Form*—Both radio and press want copy typed double spaced with 1 to 1½ inch margins.

You probably can't mimeograph your stories, so you'll send carbons to most outlets. Nothing is more irritating than an illegible seventh carbon. So give everyone legible copy even if it means typing the story twice.

Some radio stations want scripts for interview. Check with them on how many copies they need. Don't use onion skin for radio releases or scripts because its rattling is distracting.

When sending tapes to stations label them with your name, interviewee, topic, and length.

9. *Technical Knowledge*—You should know such press and radio terms as contact, enlargement, glossy, matte finish, cut, mat, recording speed, single-track or double track recorder.

10. *Regularity, Dependability*.—Your relationships with press and radio must be absolutely dependable. If you promise a weekly program or column, deliver and deliver on time. In *Extension* especially it's a good idea to maintain a good regular weekly news service to both press and radio. You're more likely to have regular space or time available to you.

Steps Beyond

While these everyday steps to better relationships form the basis of any good mass media program, most agents go further.

Giving news and radio men special invitations to banquet and ceremonies is a common practice. For example, the West Polk County staff, working with local bankers, invites all local newspapers as guests at their annual 4-H leaders' recognition dinner.

Cletus Murphy, Waseca County Agent, and his associates sponsor an annual dinner for editors and their

(See *Mass Media*, page 124)

LOOK AT THE FACTS

(From page 107)

sion personnel, for example, bring returns many times their cost. We should be proud of the job being done, rather than apologetic about the cost.

Agricultural Research and Education Create Costly Surpluses. This charge is unfounded. Research and education create abundance. This is desirable. Unwise price and distribution programs create the surplus.

An abundance of food and fiber, produced efficiently and merchandised effectively, is the very cornerstone of a strong and expanding economy like ours. This can be attained only through the full application of science to the agricultural industry.

What To Do

Agriculture's public relations program must employ a dual attack. In the first place, we must correct the misconceptions the non-agricultural public has about us. We must convince them that their food is not expensive, and that food producers, processors, and distributors are not "rolling in wealth" at the expense of consumers.

However, this is essentially a defensive technique. It is not the sole line of attack our industry must pursue. Indeed, it is not even the main line of attack.

Positive Approach

The second prong of agriculture's public relations program must be designed to "correct our own errors." We have observed above how some bases for the hostile urban attitude toward agriculture are pretty well founded.

We must stress efficient agricultural production and marketing. The productivity of our farmers and ranchers has grown twice as fast as the productivity of workers in industry.

Since 1950, output per manhour in non-agricultural industry has risen 2 percent per year. Increased output per manhour in agriculture has averaged 5 percent per year. This has

been possible through the widespread application of research and education to the whole agricultural front.

We must combat the philosophy that sometimes rears its ugly head and asserts that, because of current surpluses, we should "declare a moratorium on research and education."

This is a false and dangerous doctrine. It was preached in 1920 when post-World War I surpluses developed. Think where we would be today if that philosophy had prevailed forty years ago.

It was preached again in 1941, just before World War II, when surpluses again plagued us. Think for a moment where we would be today if we had listened to that just 19 years ago.

The best way today to stop the steady march toward fulfillment of the American Dream would be to pull the rein on agricultural research and education. This we must never do.

Our goal in agricultural research and education for many decades has been to raise the level of farm incomes. On the whole, we have been rather successful. Let's admit success, rather than shout failure.

Living Right

Someone has defined public relations as making people like you. Another person has said public relations is doing your work in such a way that the public develops an appreciation of you and your work.

The definition of public relations that I like best is living right and getting credit for it.

There is nothing unique about a public relations program for agriculture. The publics we try to reach are people, just like everyone else. They react just about like any other group. They understand and appreciate the truth as readily as most people. And they can detect "baloney" quicker than most people.

Public relations is not the art of applying whitewash. It is not alibi and intrigue. It is not high pressure propaganda. It is not selling a "bad egg". These are simply short-time expedients. They don't produce lasting results.

The best public relations program is to live so that you don't need a public relations program.

OUR PUBLICS

(From page 109)

organizations furnishing the supplies needed in agricultural production and homemaking and the organizations which assemble, process, transport, manufacture and distribute agricultural commodities and other materials essential to efficient agricultural production and a satisfying home life.

Most of us read newspapers and magazines, listen to the radio, and watch T. V. Mass media have an enormous impact on the lives of the American people today. Every extension worker, to have a really good public relations program, must be aware of his relationships with the personnel in these media of disseminating information.

When I started in extension work 30 years ago, there was only one other agricultural worker in the parish. In that same parish today, there are five full-time workers and one part-time worker on the extension staff, with one full-time and one part-time secretary. In addition, representatives of three or four other Federal agencies are working in the field of agriculture and home economics.

There are other public agencies whose services vitally affect the lives of rural people. The public school system was founded and well-established when Extension came into being. Certainly, extension workers cannot ignore this vital public.

Primary Public

Finally we have the public which we were set up primarily to serve—those engaged in agriculture and homemaking.

Today we do not think of the people in agriculture as a homogeneous group. In developing good public relations, we must think of them as commercial farmers, part-time farmers, subsistence farmers, or rural residents.

In thinking of the family living program, we consider farm families, rural non-farm families, suburban and urban families as well. These constitute "a public" which we must always keep in mind.

Our program should be devised to fill specifically as many of the needs of each group as possible.

Building Better Understanding

by MARGARET H. NICHOLS, Assistant Home Agent, and WILLIAM I. JACKSON, Assistant County Agent, Lee County, Mississippi

WE thought 4-H was just for country boys and girls." This is a statement we hear often as town people become better acquainted with the 4-H program.

We feel that our program of building better understanding through exhibits, window displays, and special events helps establish and maintain good public relations.

Our window displays and exhibits used to deal primarily with accomplishments of 4-H boys and girls from either an individual club standpoint or from the county level. After an objective look at this approach, we concluded that many parents and other adults didn't understand the real versatility and potential of the 4-H program.

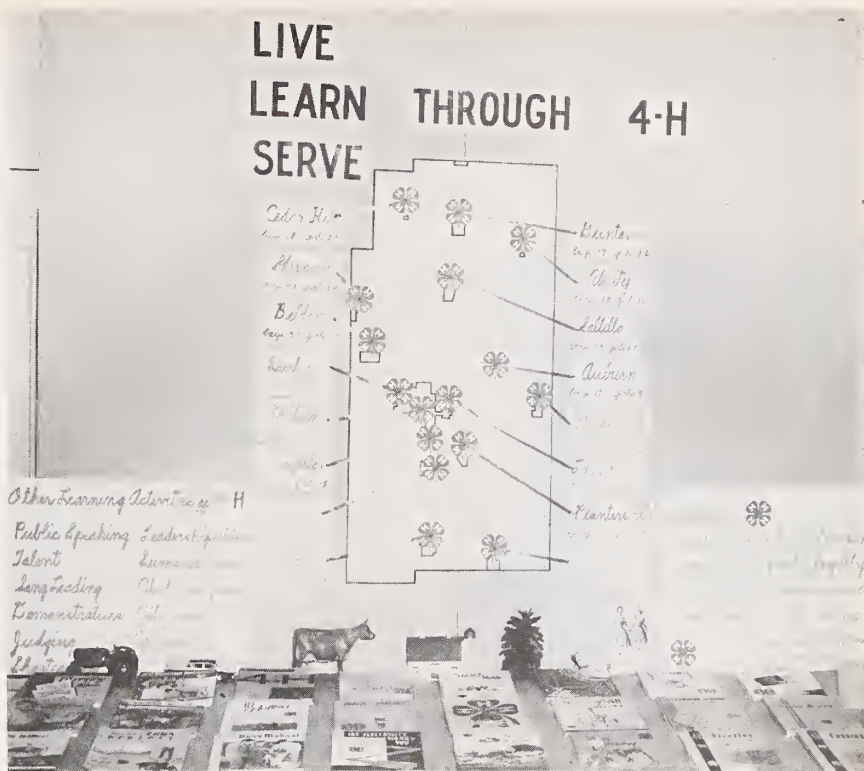
Community Benefits

The important thing was not what the various clubs or individuals had accomplished, but what an individual or group might accomplish and in turn how a family or community might benefit.

With all the varied projects and activities available, we feel 4-H definitely has a place in the life of any boy or girl. This is true whether they live on the farm or in an urban area.

This is the philosophy we want to transmit to parents and other adults. When the fathers and mothers become aware of a program's value, they encourage their youngsters more. Then the program becomes a sounder and a much more effective one.

With these things in mind, Na-



Window display shows scope of 4-H work in Lee County.

tional 4-H Week gave us an excellent opportunity to get our message across to the parents and businessmen. We did this through window displays, special exhibits and contests, radio and newspaper publicity, talks to other clubs by 4-H members, and special banquet programs with businessmen and parents invited.

The overall planning for our observance of National 4-H Week was made at a joint meeting of adult leaders and the 4-H Junior Council during February. This group decided that a concentrated effort should be made to emphasize the 4-H club program in each community and also on the county level.

Each club was asked to arrange some special program or activity during the week. The response to this goal was good.

Three clubs presented chapel programs at which public speaking contestants gave their speeches, 14 regular meeting programs were presented by club members, 1 club held a mother-daughter tea, 2 clubs invited parents and others to recreational programs, 2 groups met with mothers to make uniforms, and 1 club accepted the responsibility of repaint-

ing county line highway signs and erecting one new sign. During the week, 30 new members enrolled.

Developed Enthusiasm

All of the week's activities were designed to give adults more than just an awareness that they had an existing 4-H Club. Enthusiasm, we discovered, is contagious. The members also became more interested in their projects.

Metal "4-H Member Lives Here" signs were ordered and 28 were erected by members during National 4-H Week. Special posters emphasizing the week's theme were distributed to 15 clubs.

Window stencils were posted in 20 store and bank windows. Correspondence from the extension office had a small letter sticker imprinted with the dates and the theme "Learn, Live, and Serve through 4-H."

Two local radio stations and a television station used spot announcements. And we arranged with the managing editor of the local paper to have one edition give a special (See Better Understanding, page 124)

COUNTY OFFICIALS

(From page 114)

tion on specific subjects could be obtained.

One question among sponsors of the conference was whether it should be held each year or every two years. One commissioner who has been in office 16 years said, "This type of conference is just as helpful to one in office many years as for one who has just been elected to office." In business session, those attending voted to hold a conference annually.

Several county agents attended the conference with their county officials. This gave the agents an excellent opportunity to discuss various phases of the county extension program with their officials. O. F. Liner, Hale County Agent said, "I had an opportunity to informally visit with my county officials for 10 hours during the trip to the conference and back home."

Two-Way Gains

Influence of the conference is working both ways in commissioners court-extension relations. Two district extension agents attend each of the three regional meetings held by county judges and commissioners. They gain a better understanding of county problems which may relate to extension work.

Plans for future conference programs include more of the same type of information to help county officials conduct their offices and responsibilities more efficiently. In the background will be the extension administration and specialists who are helping to coordinate program activities to strengthen relations with this important segment of our public.

MASS MEDIA

(From page 121)

wives. Many other agents follow this practice, too.

Henry Hagen, Cass County Agent, emphasizes that "my most important successful relations contact has been through my local column which has appeared in six county papers for nearly 10 years without missing a single week." This regularity in itself, he feels, establishes better rela-

tionships with the press.

All this adds up to doing a good over-all job, following established principles of good relationships with the mass media, and adding something special occasionally to show appreciation for the fine cooperation that mass media give our educational program. To put it another way, this involves "understanding our audience," practicing good everyday human relationships, and saying "thank you" sincerely and frequently.

WORKING WITH BUSINESS

(From page 116)

headed an extension team which spent several days in each store analyzing all phases of its management and operation. County agents helped with these studies.

The specialist prepared a report on each store including recommendations where experimental evidence indicated improvements in efficiency could be made. He presented this report to the top management of the chain or store represented in the study. Then they decided what practices, if any, they chose to adopt.

6. Training of industry representatives. The Extension Service, using material gathered in the individual store studies, has assisted the industry with in-store training programs. This assistance has been limited at first to training those individuals with responsibility for training other employees.

Good Response

It is too early to judge correctly the success of our retail food dealer program. The demonstration store program has not yet been completely established throughout the State. We have had difficulty in establishing demonstration stores at the neighborhood level, but in general response has been gratifying. We have more demands for assistance than we can fill.

The retail food industry is publicly supporting the University and Extension. Other agribusiness industries, after hearing about this program, have come to Extension with requests for similar programs.

Agribusiness welcomes cooperation

from Extension. In cooperating with them, Extension must be prepared to deliver the same high caliber educational programs that the farmer-producer has long since taken for granted. We can meet this challenge.

BETTER UNDERSTANDING

(From page 123)

salute to the 4-H'ers. This included pictures of members and their projects, stories of outstanding activities and accomplishments, and ads featuring the 4-H theme.

Another activity was arrangement of a window display to acquaint people with the scope of 4-H work and the theme, "Learn, Live, and Serve through 4-H." The public's attention was called to the display in meetings, letters, and radio programs.

A map showed every club in the county and the enrollment. The exhibit also contained project or activity bulletins, a poster giving the 4-H pledge, and a list of other learning activities.

Other Opportunities

Every spring we have a public speaking contest, sponsored by a local bank. It is set up with competition in two age groups.

Since many of the talks deal with 4-H activities, this event provided an excellent opportunity for parents and others to learn more about 4-H. The contest was publicized over the radio and in the newspaper. Approximately 150 people attended, including parents, teachers, 4-H'ers, and business people. Twenty boys and girls participated and the quality of the speeches was excellent.

The activities for the week were climaxed with a banquet program on Saturday night. Among the 175 people present were community 4-H officers, adult leaders, parents, county supervisors, and other local business and professional people. The winners from the public speaking contest gave their talks and then everyone participated in a recreational period led by 4-H'ers.

We feel that our week was rewarding because many people say that they were made more aware of the overall goals of the 4-H program. Special events thus play a big role in building better understanding.

How Rural Development Improves Relations

by FLETCHER LUCK, Macon County Agent, Tennessee

LIGHT is the task when many share the toil—Iliad.

Macon County became a pilot county in Rural Development in October 1955. At this time we looked at our situation and found it alarming.

We found that 1,047 of our farmers sold less than \$1,200 worth of farm products. A total of 210 men were drawing unemployment compensation and 318 were registered with the employment office for jobs. In addition, health and nutrition conditions were on a low level.

Today we find a different situation. Since 1955, approximately 1,000 people have found employment. This represents an income of almost \$2½ million annually; our farm income is about \$7½ million. There are many other changes such as new and improved homes and better health conditions.

The Rural Development Program helped to bring many of these changes about because all agencies

and groups worked together. It brought the groups together to look at the situation, become aware of the problems, and then try to solve these problems.

We have always tried to work on the low-income problem in the county. But we were all working on different segments of the problem and without any direction or coordination. It is different now. Mayor B. H. Tooley of LaFayette recently said, "Everyone—farmers, businessmen, professional workers—all are interested and all



New industries such as this shirt plant have opened up 1,000 new jobs in the county.



Vocational training is underway. Instructor (center) works with 2 of 28 boys in trades class building new house.

are working together." Herman Crockett, FHA supervisor, says, "The key to the success of our accomplishments is the cooperation found among all groups, agencies, and individuals."

Let's take a look at how Rural Development operates in Macon County. A joint activity of all agricultural, educational, industrial, and civic groups, the program is directed by the Macon County Rural Development Committee. The executive committee chairman is the mayor of LaFayette, the county seat; the vice-chairman is an educator; and the secretary is the county agent.

The county committee consists of

people from all walks of life—farmers, businessmen, bankers etc. The 17 working committees cover all phases of agriculture, home living, industrial development, and health, education and welfare. Extension workers help coordinate committee activities.

All agencies and organizations are involved in our Rural Development Program. This was brought about by:

- Informing all agencies and organization of the program objectives.
- Seeing that no one agency was in a "take-over" position.
- Asking representatives of former non-participating organizations to serve on working committees.

Working relationships of all organizations have been excellent because: agency representatives serve the county committee in an advisory capacity only; local committees determine needs based on information furnished by agencies and organizations rather than agencies and organizations outlining the needs; and agency representatives aid the working committees in an advisory capacity and work on projects outlined by the committee.

(See Rural Development, page 127)



Strawberries are a new \$200,000 a year cash crop in Macon County. Many farmers sell berries at cooperative market organized in 1957.

Community Action Solves A Problem

by W. A. ANDERSON, Lawrence County Agent, Arkansas

Is the drinking water available to Lawrence County people safe to drink? That was a question many leaders asked in the fall of 1951.

The county farm bureau, home demonstration council, county agricultural planning committee, and the Quorum Court requested that testing of drinking water be included in the extension plan of work for the following year. Some phase of health had been included in the county extension program for many years but this was a specific assignment in the health field.

Problem Analyzed

The problem was to determine whether the available drinking water was safe. If not, then we had to encourage people to make the necessary changes to insure a safe source of drinking water.

Miss Helen Robinson, extension health specialist, was asked to assist in planning the project. A subcommittee of the county agricultural committee was set up consisting of

the county judge, county supervisor of schools, secretary of the county medical association, president of the county home demonstration council, and president of the county farm bureau.

To initiate a study, the eight school superintendents in the county agreed to conduct a complete countywide survey through the schools. After this was done, the State Board of Health was asked to test drinking water samples to be taken under supervision of the local health sanitarian.

At first, the board agreed to test samples from only closed wells. But the survey had revealed not more than 200 sources of drinking water in the county which met their definition of closed wells.

Our committee convinced the State Board of Health that we were sincere in desiring to know the situation and to take corrective measures. The board then agreed to test 50 samples from two neighborhoods in each of the two districts in the county.

Next the local health sanitarian

and Miss Robinson met with the county health subcommittee and outlined a project. Twenty-six neighborhoods gave assurance that people in their neighborhoods would cooperate.

Leaders Trained

It was agreed that every source of drinking water radiating from a central point would be sampled, whether closed wells, open wells, cistern, or spring. Samples were to be taken by local people trained by the sanitarian, and home demonstration club members agreed to do this job.

In April, the sanitarian trained leaders from the four neighborhoods and two alternate neighborhoods selected. The committee selected neighborhoods on the basis of location, type of water supply sources, and eagerness of community leaders to follow through with the program. Sterile bottles and other necessary equipment were provided by the sanitarian and sampling started immediately.

The State Board of Health's laboratory handled 25 samples per day, all from one neighborhood. In all cases the samples were mailed to the laboratory the same day they were taken.

This work was handled so efficiently that the health committee prevailed on the board to accept samples from two more neighborhoods on the same basis. Complete cooperation was secured from the following groups: county medical society, county government, schools, farm bureau, home demonstration clubs, well drillers and well drivers, plumbers, fixture dealers, and rural community clubs.

A total of 293 sources of drinking water were tested. Only 8 or 2.7 percent met public health requirements as closed wells.

Among the 167 driven wells tested (See *Community Action*, page 127)



Safe drinking water program was started by above group. Left to right: Revis Casper, school supervisor; Dr. W. O. Tibbler, secretary, county medical association; J. F. Sloan, chairman, county agricultural planning committee; County Agent Anderson; Mrs. Faye Stevens, county nurse; and Mrs. Turnmire Carroll, home demonstration agent.

RURAL DEVELOPMENT

(From page 125)

There are many examples of the close cooperation between agencies, groups, and individuals.

In two large textile factories that employ mostly women, the plant managers and employees requested help from the home agents. As the women worked days and had little time at night, the only place to reach them was at the plant.

So the home agents prepared a series of posters and placed them in the plants. These included information on such things as personal grooming, redecoration, furniture refinishing, sewing, food preservation, and home beautification.

The home agents cooperate with the FHA supervisor in planning new and redecorated homes. And they have assisted the county library service in promoting good reading through the home demonstration clubs.

Improved Pastures

Another accomplishment was made last fall by all agencies working together on a special pasture practice. The State ASC Committee allotted funds and these were matched with county funds.

Then a special plan was set up for all farmers with less than five acres of pasture. They could seed up to the amount that would give them a total of five acres. Almost 500 acres were seeded and 126 farmers participated. The program was successful because all agricultural agencies contacted farmers, told them of the practice, and provided technical assistance.

One of the most satisfying experiences concerned the helping of a man 80 percent blind. He was a tenant with low income and came to the agricultural committee for aid. Then the wheels of progress started turning.

FHA loaned the farmer money to buy a 112-acre farm, remodel the house, buy cows, and seed some pasture. Extension agents worked with him to start a sound farming program. The ACP provided incentive funds for the establishment of pasture and construction of a pond; the SCS provided technical assistance for

the pond layout and construction. The Vocational Rehabilitation for the Blind also allotted funds to help the farmer get started.

The results are amazing. His fields are green with acres of good, lush pasture, the house is in good shape, complete with running water and bath, and the pond is full of clear water. Now the farmer can earn a comfortable living.

Other Examples

Each year the Soil Conservation District sponsors a land judging contest.

Last fall the Soil Conservation District and the Rural Development Committee sponsored a joint banquet. At the banquet, each working committee had an exhibit and an overall report was given on Rural Development accomplishments. In addition to the local people present, the entire State Steering Committee attended.

A good example of the cooperation of individuals was the construction of a marketing shed. The electric co-op supplied some funds and individual farmers provided materials and labor.

In Macon County we think of the Rural Development Program as a two-edged sword. It was necessary for all people to work together and Rural Development helped to bring this about. It helped to bring all of us together to look at our problems. Then all of us worked on a common problem—low income.

The result is a better, more prosperous county. And individuals and organizations know that cooperation is the key to this success.

COMMUNITY ACTION

(From page 126)

in the eastern district of the county, 54 percent were unsafe at the time of testing. Of the 34 dug wells tested, 94 percent were reported unsafe for drinking. And 45 out of 50 sources of drinking water in one neighborhood were reported unsafe to drink.

T. E. Atkinson, extension economist, assisted the committee in analyzing results of the water testing project. When the reports were received from the water samples, they were kept confidential and discussed only with the owners.

The extension agents, county nurse,

health sanitarians, and a local doctor assisted the committee in holding meetings in each neighborhood where samples were taken. Families whose samples were tested were invited to attend and the reports discussed privately with each individual.

Countywide results were used in a general discussion as well as newspaper stories. Home demonstration clubs and the county health department arranged educational exhibits at the County Fair with a safe drinking water supply as the theme. These efforts informed the public about the situation and recommended corrective measures.

Following the project, the largest consolidated school system converted all wells to meet recommendations of the health sanitarian. The public became aware of the importance of safe drinking water and many began boiling their water until unsafe conditions were corrected.

Through the cooperation of many agencies and groups, the public gained understanding of the problem and how it could be solved. This project alerted people to a major health problem and motivated them to action.

Monthly Revisions in Publications Inventory

The following new titles should be added to the Annual Inventory List of USDA Popular Publications. Bulletins that have been replaced should be discarded. Bulk supplies of publications may be obtained under the procedure set up by your publication distribution officer.

- L 465 Culling Hens—A Way to Increase Egg Profits—New (Replaces F 1727)
- L 467 The Cotton Aphid—How to Control It—New
- G 5 Food for the Family With Young Children—Revised 1960
- G 38 Buying Your Home Sewing Machine—Revised 1960

The following are obsolete and all copies should be destroyed.

- F 1866 Wireworms and Their Control on Irrigated Lands
- L 372 The Onion Thrips—How to Control It
- L 431 The Sweetpotato Weevil—How to Control It

Balanced Program Builds Good Relations

by VERNE KASSON, *Richland
County Agent, North Dakota*

A county agent deals in public relations every day. Every phone call, personal contact, letter, and public appearance adds to or detracts from the public's opinion of the Extension Service.

A well-balanced extension program provides something for everyone in the county—both rural and urban. In Richland County, anyone reading a newspaper article by our extension staff is encouraged to ask for help or information.

People living in town, who have problems with fruit trees, flowers, or home lawns, deserve and get the same attention as a farmer needing help with a problem which may be of much greater economic importance. Every satisfied "customer" builds good relations for our extension program.

To build good relations with the public a county agent must first work and cooperate effectively with the county commissioners or other county governing board.

In my experience, I have received valuable counsel and advice from the board of commissioners whenever I needed it. Anything extension work-

ers can do to understand the board's problems and questions helps to do our job better. Good relations are generated by working harmoniously with the board.

When we know each 4-H club leader personally, our work is easier and we enjoy our contacts with them. Visiting these leaders and having them visit the extension office then becomes a pleasant experience.

We work closely with the directors of the county crop and livestock association in developing their program in relation to the extension program. Since the conclusions reached by association members are the result of sound planning, everyone is more willing to follow the association's guidance in the program.

We also use the counsel and advice of veterinarians and plan more cooperation in this area. To help promote better relations between veterinarians and farmers, we call on them occasionally to discuss livestock problems of local farmers and to assist at educational meetings and demonstrations. A letter encouraging the use of free calfhood vaccination is sent from the extension office to all livestock men.

Urban Link

The local Rotary Club has an effective way of promoting good relations among town and country people. Each year the club sponsors a luncheon for the 4-H leaders' annual meeting. At some programs, club leaders speak and others give demonstrations. The Rotary Club seems to enjoy this participation and we think it provides a good link with this important urban organization.

One role of our assistant agent has been to work with the Junior Chamber of Commerce. Each year the Chamber of Commerce selects an

outstanding young farmer of the year and presents him a plaque at a banquet. So the Extension Service is involved in this activity.

Full use of newspapers helps get results in extension work. Good relations with the press are maintained and improved at every opportunity. Picture stories are frequently used with good acceptance. Use of local names and farmers' success stories is one practice that the newspapers like. And these help make the information more acceptable to newspaper readers.

Cooperate with Business

Agricultural advisors at banks do a tremendous job by serving on agricultural committees and in other activities. The North Dakota Bankers Association annually presents service awards to 4-H leaders and sponsors scholarships.

It's also important for county agents to be active in civic organizations, school activities, and church work. For 2 years I served as Red Cross chairman in my county. In this activity, I made many new contacts, especially in the small neighboring towns.

When the county agent is an active leader in the community and keeps people informed on what he is doing and the services available to them, these services are utilized fully. However, too much time shouldn't be spent on extra activities. If it is, there won't be time to do the most important public relations job of all—a good day-in and day-out job of extension work.

Extension work is a wide and varied field. When a farmer tells another: "I can count on the county agent for help when I need it," the extension worker can be sure his public relations are in good order.