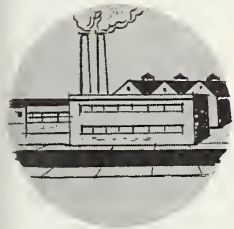


EXTENSION SERVICE

REVIEW

U.S. DEPARTMENT OF AGRICULTURE * MAY 1966



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 communities.

The Review offers the Extension worker, in his role of educational 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.

ORVILLE L. FREEMAN
Secretary of Agriculture

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Federal Extension Service

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EXTENSION SERVICE

REVIEW

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

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EDITORIAL

The "Lead Mule"

A fading picture in these United States is the three-in-tandem six-mule hitch and the colorful language of the "mule-skinner". Oldtimers familiar with the era recall with nostalgia that the "lead mule" was selected for qualities in addition to the sheer muscular power he could contribute.

Desirable qualities in the "lead mule" included the gentleness, stability, seasoned judgment, and persuasive power that he could bring to bear on other members of the hitch in giving direction to their combined effort.

The role of the "lead mule" is somewhat analogous to that of the educator in today's society. Extension educators are no exception. We share with all others in the profession the responsibility to bring stability and sound direction to the power and movement of many diverse groups. This issue of the Extension Service Review is devoted to the efforts of Extension educators to develop a common direction in educational objectives with business and industry that serve agriculture—that of helping people help themselves. . . . WJW

Complexities within the agri-business world created by the affluence of the American people, specialization in production, specialization in marketing, and mechanization all along the path from the seed to the consumer's table or wardrobe call for the combined competencies and skill of the . . .

Extension-Industry Team

by
C. E. Bell*

It is Saturday morning in suburbia. The supermarket at Main and Maple is a beehive of activity. Parking spaces have long been filled. Inside, the aisles are bustling, packages are rustling and checkout clerks are hustling to keep things moving.

A bewildered young housewife with half filled cart studies the array of steaks on display at the meat counter. Her attention is finally focused on a particularly attractive porterhouse. In her mind she ponders quality and price.

Little does she realize that the neatly trimmed delicacy before her represents the labors and concern of many different people.

The rancher, feeder, grain salesman, market operator, packer, retail meat cutter, and many others made this possible. Each concerned that the steak would find a satisfied customer. Each a vital link in a chain that is as strong as its weakest link.

The scene shifts to rural America. A middle-aged corn grower is in need of a heavier tractor. He critically studies the several models on display in the dealer's lot. This is only the beginning. He must look also to the machinery manufacturer, dealer, re-

**Division Director, Agricultural Science, Technology, and Management, FES.*

pairman, and oil company for accessories and supplies.

These two scenes are typical of many that comprise the complex relationships that make up agri-business. A phenomenon responsible in no small way for the material well-being modern America provides.

So dependent is each segment of the agricultural business on each other that problems involving one segment affect the total industry. Therefore, as professional Extension educators, we cannot adequately serve agriculture, except by involving all groups concerned.

Problems encountered in promoting the meat-type hog are a classic example. Mounting consumer resistance to fat pork following World War II created an urgency for farmers to producer meatier hogs with less fat.

Extension's earliest educational work in this area was confined primarily to growers. The results were disappointing.

Producers were not willing to respond until price incentives for quality were assured; market operators were fearful that their volume would decline if they practiced grading and

their competitor did not; packers expressed willingness to purchase on merit if hogs were available in graded lots; and retailers would not promote meat-type pork until they could be assured of a dependable supply.

Efforts to find a solution were fruitless until all segments of the industry became involved. When the various organizations representing all interests from producer to retailer joined forces with Extension and research people in a unified educational campaign, improved pork quality was on its way.

The Cooperative Extension Service has a key leadership role in bringing farm, commercial, professional, and financial interests together in group action to solve common problems. As Extension workers, we should accept this role with humility in recognition of the broad knowledge and experience represented in the leadership of these groups. □

There's a common thread in

Performance Testing Programs

by
C. O. Schoonover*
and
Frank H. Baker*

Beef producers interest in cattle testing for economic traits has steadily increased since 1951. Research prior to and during this period has developed sound fundamentals for performance testing.

The first organized performance programs were developed at the State level through State Beef Cattle Improvement Associations (BCIA) with the assistance of State Extension staffs and research workers.

In 1955 Performance Registry International (PRI) was organized to serve the same purpose on the international scene as BCIA's. Breed associations developed performance programs to service their respective breeders in the early 1960's.

Varied applications of performance testing grew out of the independent actions of these different groups. All programs accomplish the same goals, have varying degrees of similarity, and are based on the same principals.

However, in many respects there are distinct differences. For example, one is live grading. At one time 20

to 25 different grading systems and/or coding systems for grades were in use. Variation in sex adjustments, weaning weight adjustments, and yearling weight adjustments are other examples where degrees of differences existed.

Within a State and within its BCIA organization these differences were of little consequence. However, problems arose with interstate movement of tested cattle.

As PRI and breed associations moved into the area of performance testing the differences in national programs caused considerable confusion. Beef producers using performance testing procedures soon became confused with this variety of programs. County Extension workers responsible for the educational phases of performance testing programs had to learn about and work with many different programs.

Several state BCIA's in 1963-64 requested the Federal Extension Service to provide leadership in resolving some of the differences between the many programs.

The FES responded by setting up the U.S. Beef Cattle Records Committee. Representatives of the industry, research and Extension workers of several Universities, and U.S.D.A. served on the committee. This group

studied the strengths and weaknesses of existing programs to develop uniformity of measuring and reporting. Organizing the committee and the completion of its work required almost two years.

The Report of the United States Beef Cattle Records Committee described its objective as: "The achievement of greater uniformity of measurement procedures and methods of expression of measures of performance traits on beef cattle record of performance programs. It is not the intent of this report to recommend a standard program applicable to all segments of the beef cattle industry; however, uniformity of terminology and method of expression of measures of "key" performance traits is essential to rapid and accurate communication among individuals, organizations, and the basic segments of the beef cattle industry."

Success of the Committee depended on identifying the right people to serve and motivating them. Mobilizing the joint resources of industry organizations, research agencies, and Extension Services was considered essential from the very beginning.

The FES specialist contacted the executive secretaries of all national beef cattle organizations in person or by telephone. He advised them of

*Schoonover, *Extension Livestock Specialist, Wyoming*; Baker formerly, *coordinator of animal science programs, FES*

*Aids
in
building
beef*



the situation and need for group action. Key leaders of the beef cattle research agencies were contacted in a similar manner.

Members of the FES staff and the Extension Section of the American Society of Animal Science, selected Extension specialists to represent the Cooperative Extension Service in the deliberations. They were C. C. Mast, Virginia; W. T. Wharton, Ohio; M. W. Bradley, Missouri; and the authors of this article.

The participants devoted the first meeting to a study of the situation and decided to proceed in developing a plan for attacking the problem.

The Committee employed specific strategy that may be useful to Extension workers in other situations. Overall strategy included the following points:

1. Scheduling meetings at a time and place totally separate from other activities.
2. Developing a functional organization with subcommittees structured to motivate participation by all members.
3. Identifying problems, defining objectives, and establishing priorities of work early.
4. Planning meetings and discussions to provide opportunity for all

members to participate. This committee operated on the basis so that its formal records would include only "its action". This permitted more freedom of discussion in sensitive areas.

5. Established working relationship with the Press to prevent premature release or speculation on the committee's activities and to maximize the opportunity for publicity at the appropriate time.

6. Assigning technical work to subcommittees studying a particular phase of the testing programs. These subcommittees presented their findings to the full committee for consideration and recommendations. When agreement was reached on a phase of work, an appropriate statement was prepared for the overall report. Committee study, preparation, and publication of the report consumed 10 months. Committee meetings were scheduled three to four months apart to permit subcommittee work between meetings.

The technical work of the Committee was essentially complete with the publication of the detailed report in February, 1965. This report met the primary objective the committee had identified for itself. However, committee members recognized the

need for a publication on the "specific details" of carcass evaluation procedures used in performance testing. Members agreed that the American Meat Science Association was the proper organization to prepare and approve such a publication. This request was forwarded to the American Meat Science Association which in turn appointed a committee to prepare the publication.

Committee members, and particularly Extension workers faced the challenge of disseminating the information developed.

The beef cattle press helped materially by printing the report in several magazines. All constituent organizations received the report in their board meetings. Several beef industry organizations used key portions of the report in revised editions of their program bulletins. The FES and animal scientists of several States produced a bulletin entitled "Beef Improvement Handbook" (USDA No. 299).

In December, 1965, each committee member reported on use of the report in his organization. Since objectives of the committee had been achieved, the committee was disbanded subject to recall if new problems or developments raise a need. □



Extension specialists present demonstrations at field day co-sponsored by machinery dealers.

Selling Progress in Pennsylvania

by
John T. Smith*
and
Burton S. Horne*

"We are selling progress and you are selling progress." These words were

**Smith, York County Extension Agent, Horne, Extension engineer, Pennsylvania*

spoken by a farm equipment manufacturer's representative and directed to the Extension agricultural engineering specialist at the close of a field day planning meeting.

This meeting, was organized and conducted by the Agricultural Extension Service to plan a major Statewide field day. Representatives of chemical, seed, and machinery industries

contributed to field day plans and accepted many responsibilities of running the events.

These few spoken words put into context a basic reason for the cooperative efforts between Extension and industry. Extension's goals are similar, and how better could they be defined? "We are selling progress and you are selling progress."

Some agri-educators may object to the word "selling" to describe a means of advancing an educational effort, but in reality that is what Extension workers are doing.

Extension specialists use statewide field days as the framework for establishment and public exposure of their individual subject matter demonstrations. Field days are valuable Extension teaching tools. They must have an educational objective and be a cooperative effort. This cooperative effort is provided by the farm equipment manufacturers and other related agricultural industries.

The common identity of the State's farm machinery industry is the Pennsylvania Farm Equipment Manufacturers Association. Its members include representatives of machinery manufacturers, tire manufacturers, power companies, short-line distributors, credit organizations, and representatives of mass communication media. The Extension agricultural engineering specialist in power and machinery is an honorary member of the association.

Association members are active planners and participants in major field events. The financial expenses of conducting a major field event are paid by the income received from the purchase of exhibit or demonstration space by the individual companies.

Mr. W. H. Linde, President of the Association states, "many programs are examples of joint efforts on the part of the Extension specialists and regional branches and sales managers of farm machinery companies. Each has served to inform the farmer on the latest developments in machinery, methods and trends.

As a very active part of this, the close cooperation of the Extension specialist with the Pennsylvania Farm Equipment Manufacturers Association has made field events outstanding examples of how industry and government can unite for the benefit of the agricultural public."

The Extension program on reduced tillage and new methods of corn planting provides an example of a cooperative effort. Extension's goals in this program were to pool as much information as possible on newer methods and then demonstrate them to the agricultural community.

Many letters from the Extension agricultural engineering office to industry researchers concerned with newer corn planting techniques was the initial phase of this program. Personal visits between representatives of Extension and the product research or product planning divisions of manufacturers provided the mechanism for pooling of information.

This pool of information provided the base for the demonstration phases of the program.

A company branch manager arranged for a corn planter, specifically designed for wheel track and minimum tillage operations, was obtained from his company. It was consigned to the Agricultural Engineering Department of the University at no cost. Extension agricultural engineers used it to demonstrate plot establishment.

County Extension agents arranged with farmer-cooperators to establish plots on their farms. Plot size ranged from one to three acres per farm. Agents conducted Extension meetings at these sites during planting and at harvest time.

An Extension agronomist served on the demonstration plot establishment team. He prescribed fertilization rates and methods of application, weed control, and hybrid variety selection, obtained donations of various chemicals and seeds for certain plot layouts from farm related industries. He also assisted where possible in establishing plots in such a manner

that data obtained could be statistically analyzed.

Extension provided the transportation for the planter and planted the plots. The branch manager made all arrangements through his company's local *machinery dealer outlets* for tractors and tillage tools needed for plot establishment. In the first year of the program, this cooperation resulted in the establishment of nine demonstrations in five counties. Extension agents conducted five educational meetings at certain sites. More than 200 corn growers attended.

This program is being continued with changing emphasis. In 1965, a 14-acre demonstration, showing eight methods of seedbed preparation and planting was established in a concentrated corn growing area of the State. Farm machinery manufacturers, seed industry, and local farm machinery dealers are cooperating.

Three new machines had never been used in Pennsylvania before and a company representative was brought in at company expense to establish its assigned two-acre plot. A hybrid corn seed grower provided the seed, and the farmer-cooperator supplied the fertilizer.

The county Extension agent organized and conducted this demonstration. A demonstration fee per machine was charged to defray expenses of placing weather-resistant signs in front of each plot.

These signs have pertinent data regarding methods of tillage, plants per acre, rates of fertilization, and dates of tilling and planting. A plastic covered picture of the machine used in the plot was taped to the sign.

Local machinery dealers and the county Extension service publicized these plots, resulting in thousands of farmers visiting them during the growing season.

A full day of field activities, centering around these plots, was held prior to harvesting. Quoting from a county report on this field day—"750 farmers then saw the methods of

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Improve Decisions—Make More Money

Adjusting to change requires accurate information about costs, returns, and modern techniques. The Farm Foundation assists Extension in providing such information.



Sound farm management decisions are based on facts.

by

Joseph Ackerman*

Many farmers are not making as much money as they could because they make the wrong decisions.

They make the wrong decisions year after year because they lack information—about costs and returns, about new practices, about how to adjust to change. The Farm Foundation has tried to improve this situation through its farm management program.

The Farm Foundation was established to stimulate farm people to think through their problems, to find ways of increasing their incomes, to raise their standards of living.

The Farm Foundation Board of Trustees felt that one way to accomplish this was to help the Extension Service improve its educational work with rural people.

**Managing Director, The Farm Foundation*

The work in farm management is only one of the programs. It will serve to illustrate the Foundation's activities.

The farm management program started in 1947 with the establishment of two committees. One to study farm management Extension problems, and another to study farm management research problems in the North Central region. Similar committees were organized in the South in 1949, the Northeast in 1951, and the West in 1953.

In each region the research and Extension committees meet together occasionally to discuss problems of mutual interest and areas in need of attention.

This helps keep research directed to actual problems on which farmers want help from Extension.

It also helps keep Extension workers informed of new research findings.

Research and Extension committees often cooperate in preparing material for Extension use.

All 50 States are represented on the research committees, and all States except Alaska are represented on the Extension committees. These committees facilitate nation-wide coordination of the network in farm management.

They provide for pooling of experience and thinking in studying problems that extend beyond State borders. They also help eliminate duplicated effort.

Each committee has been able to concentrate on problems peculiar to its region and yet have the benefit of the findings in other regions. All States in the region generally cooperate in the work undertaken. In other instances, a few States work together on problems of particular concern to them.

The regional farm management committees cooperate with counterparts in other regions; with regional committees in other subject matter fields; with government agencies; industry groups; and others. Increasingly, problems are being considered in the larger context, with committees taking an interregional, interdisciplinary, or interindustry view of problems.

The committees constantly evaluate their work and try to keep their attention focused on areas of current or possible future concern.

Farm records was one of the first areas selected for attention. The North Central committee held a workshop in 1951 to help farm management Extension and research people improve their work in farm records. Several reports have been prepared for use in helping farmers set up farm records for analyzing their farm businesses.

In recent years all four regional committees have given much attention to electronic processing of farm records data for business analysis. They have tried to develop standardized methods of record keeping and analysis in order to have data that can be compared.

The benefits of the experience in the various States have been made available to all the other States. This minimizes mistakes and makes more efficient use of resources.

The Northeast and Western committees established regional projects for electronic data processing of farm records. The Northeast project started in 1962. About 700 farmers participate. The Western project is just getting started with 70 farmers participating.

A committee of representatives from the four regional committees is preparing a report outlining ways in which States can make effective use of electronic data processing.

All committees spent much time during their early years developing more effective farm and home plan-

ning programs. Material was prepared outlining approaches such as the budgeting technique. Regional handbooks as well as guides and forms were prepared for county agents' use.

A number of regional publications have been prepared on farm financing and credit. The North Central committee and the Agricultural Committee of the American Bankers Association recently developed a farm credit handbook, to assist commercial bankers in making agricultural loans. The respective committees are adapting this handbook for use in their regions.

Work of committees on farm income tax led to publication of the "Farmers' Tax Guide" by the Internal Revenue Service. Published annually, the Guide replaced the regional publications. Representatives of the regional committees meet with Internal Revenue Service personnel each year to revise the publication in line with new tax regulations. About 1,250,000 copies of this publication are distributed annually.

In 1956 the North Central committee developed a publication, "Farm Income Tax Management" to help farmers make business decisions that would facilitate tax reporting and reduce their tax costs. It was revised in 1960 and 1964. About 280,000 copies of this publication and revised editions have been distributed. The Southern committee has distributed about 40,000 copies of an adaptation of this bulletin for the South.

The North Central Committee and the North Central Land Economics Research Committee prepared a circular in 1954 to inform farm operators, hired farm workers, and farm landlords of the benefits available and how to establish eligibility for Social Security.

About 190,000 copies of this circular were printed. The Southern Farm Management Extension Committee also reprinted this circular for use in its region.

The committees have prepared publications dealing with farm tenure problems. These include getting established in farming, family farm-operating agreements, farm-transfer arrangements, rental arrangements, and farm incorporation. Many of these publications have been prepared in cooperation with the regional land economics committees.

The North Central, Southern, and Western Committees have studied ways of incorporating economics into 4-H Club work. Materials have been prepared in all three regions for use by State and county 4-H Club supervisors and subject-matter specialists.

The committees are constantly concerned with methods of teaching farm management. Some newer possibilities considered are: linear programming; use of electronic data processing of farm records for educational purposes; and programmed instruction based on psychological concepts of how people learn.

Committees have given considerable emphasis to professional improvement among farm management Extension workers in recent years. They have urged Extension workers to write papers for professional journals and to participate more actively in professional organizations.

For many years the North Central Committee has suggested topics of interest to farm management Extension workers for discussion at the annual meetings of the American Farm Economic Association.

The AFEA acted on a recommendation of the North Central Committee and established a committee on Extension activities and an awards program for recognition of outstanding Extension workers.

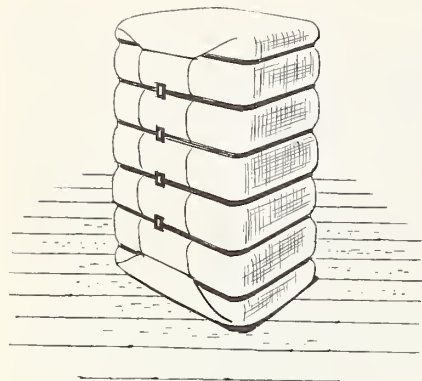
Committees have also prepared publications on vertical integration, part-time farming, labor management, economics of fertilizer use, legal matters, and life insurance.

The Farm Foundation provides funds for each committee to meet

Continued Pg. 23

Cut Production Costs

by
C. A. Vines*



The over-supply of cotton fiber, acreage controls, increased cost of production inputs, increased foreign production, and continuing loss of cotton markets to man-made fibers—bring increasing pressure on all concerned to reduce production costs.

Realizing the need for lower production costs, the cotton people established a beltwide committee in 1963 to study the cotton situation and propose solutions to the problems. The committee was composed of representatives of the Extension Service, National Cotton Council and related industries, and cotton producers.

The close cooperation which has long existed between Extension and the National Cotton Council has been a voluntary two-way exchange of ideas and educational material. This relationship has strengthened the efforts of both in their endeavor to better serve the cotton industry.

This committee proposed an educational program based on results of a study to help cut cotton costs. Some benefits of the proposed program would be immediate and others would be long range.

The benefit to the farmer would be an immediate improvement in income and eventually lead to relaxing acreage controls. The mills could continue to process cotton and hopefully operate their plants at full capacity which many have not done in recent years.

**Director, Arkansas Cooperative Extension Service*

It is hoped also that reducing production costs would deter expansion of cotton production and man-made fibers in foreign countries and man-made fibers in the United States.



The committee recognized that technological progress is being made in cotton production.

Labor to produce a bale of cotton decreased from 145 man-hours in 1947-48 to 40 in 1963-64. Percentage of the crop harvested mechanically increased from 1 percent in 1947 to 70 in 1964. The yield per acre increased from 311 pounds in 1948 to 524 pounds in 1964.

Many more examples of progress could be cited. However, this is not enough. The fact that the better producers are presently doubling their State average production gives some indication of the magnitude of the educational challenge to assist the masses of the producers to do a more effective job of production.

It was recognized that adopting the latest production technology would result in generally greater yields and at the same time return more to land and management.

One research report cited by the committee showed that farmers on medium and large farms in the Mississippi Delta who followed modern production technology got 75 percent more return for their land and management than farmers who followed traditional production practices.

The committee assisted by Extension specialists, research workers and businessmen, pointed out 12 major areas of technology which offer farmers the best opportunity to lower production costs. The 12 areas were: land preparation, seed selection, fertilization, weed control, disease and nematode control, insect control, irrigation and drainage, harvest aid chemicals, harvesting, ginning, marketing, and farm management.



Full adoption of available cost cutting practices requires that farmers and all others involved acquire more technical and management skills. These skills must reflect an increasing knowledge and understanding of the many disciplines of science and engineering involved in modern cotton production.

To get wider understanding and rapid adoption of these cost cutting practices clearly calls for a more intensified cotton educational program. The Extension services will have to double their educational efforts to get desired results according to the committee. The biggest need is more specialized personnel to work with state and county staffs and farmers on an area or state-wide special problem basis.

The additional personnel need specialized training and the ability to help cotton producers cope with the increasing number of highly technical problems. Emphasis should be placed on more "in-depth" training courses for producers, farm managers and agri-business leaders.

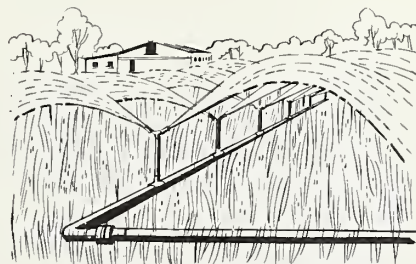
More field tests and demonstrations are needed at convenient locations so growers can see results of adopting cost-cutting practices.

The organization of personnel would vary some from State to State as size of farms, concentration of the cotton enterprise, weather conditions, and other local unique factors. Most of the additional personnel will be used as area teams of specialists operating in major cotton growing areas.



In many cases they will be stationed at local research centers. They will be able to give more specialized attention to specific problems of their area. The accent will be in localizing State and county educational material and program direction, with full support and factual material assistance from Land Grant Colleges, USDA, National Cotton Council, State Experiment Stations, and other agencies concerned with coordinating leadership and assistance from the Federal Extension Service.

The total educational effort will be meshed closely with expanding research on cotton problems and potentials. At the same time, personnel of the Extension Service will be alert to the many unsolved problems and potential needs for further research and will make this known to proper persons.



The committee estimated that to fully accomplish the objectives of such an educational program, 179 additional man-year equivalents would be needed. Cost of this increased staff is estimated at \$2,500,000.

Cost of production could be reduced 6 cents per pound of lint if the presently available production, harvesting, processing and marketing technology could be put into practice. In this perspective an expenditure of \$2,500,000 could reduce production costs \$500 million.

The Cooperative effort of the Extension Service and the National Cotton Council and the belt-wide study of the cotton situation which resulted in the published report "Proposed Educational Program to Help Cut



Cotton Costs," is the more recent and comprehensive cooperative endeavor.

Numerous other examples of cooperation could be cited. One which has meant much to the cotton producers is Beltwide Cotton Production-Mechanization Conferences held annually.

These conferences bring outstanding leaders in research and education on cotton production mechanization from Land Grant Colleges, industry, successful producers and others to discuss the latest technology in their area of endeavor before producers and industry representatives. These conferences have served a very useful purpose in production and mechanization of cotton.

Since the Cotton Council represents all phases of the cotton industry it seems a natural for the Land Grant Colleges, USDA and the Council to cooperate in the annual breeder-spinner conferences. Here the breeder and spinner share their needs, problems, and views on cotton quality as it exists today and what it should be tomorrow.

Increased emphasis on breeding for greater strength, length, and lower micronaire during the next few years is a direct result of this conference.

Improving the fiber quality more in line with the needs of the spinners, will benefit cotton producers in terms of increased cotton consumption primarily and some in greater returns per acre. This means that producers can continue growing cotton which yields a considerably higher net return per acre than the next best alternative. □

Poultry

from



Open house by agri-businesses provide Maine Extension poultry specialists teaching opportunities.

The evolution of Maine's poultry industry from simple "backyard" production techniques to the present complex arrangement of the agri-businesses prompted Extension to change its educational approach.

The Extension worker changed from working almost solely with poultrymen to include poultry and allied businesses. This meant greater specialization by the whole organization. The choice was either concentrate on geographic areas or specific segments of the industry — broilers, eggs, turkeys, etc.

Maine's \$95 million poultry industry is the largest agricultural industry in the State. It is estimated that more than 75 percent of the industry's farm income and farm people are involved with integrated or contractual agri-businesses.

Our long range objective is to "encourage industry and farm adjustments to improve the state's competitive position in supplying eggs and poultry meat to markets.

**Maine Extension Poultryman*

Short term industry and farm adjustment objectives are drawn to improve the industry's competitive position—not individual poultrymen or allied segments.

The individual has income or "survival" alternatives; the Maine poultry industry has no alternative but to remain competitive in the production and marketing of poultry products. Individual and allied interests must adapt to the industry's needs to keep competitive. The survival of the industry is paramount.

Maine Extension Service decided to organize its poultry field resources by geographic area, with the State poultry specialist as program coordinator. Once a State plan is developed, it is carried out by three area poultry specialists using University resources.

We believe that no matter how people allied to the poultry industry earn a living, no matter what their formal education, no matter what their background—they are teachers. Teachers are a basic resource in reaching our objectives.

We believe Extension's major responsibility is to create awareness, cause concern, motivate people, and guide the action. Hence, close cooperation with industry and allied interests is important.

The success of this approach hinges on accurate identification of the industry's opportunities, problems, needs and direction. The planning job is then one of setting priorities and organizing resources.

We provide opportunity for industry participation in program identification. Involving industry in the initial educational effort assures greater involvement as the program progresses.

Important in program development is the Maine Poultry Industry Committee. This committee is appointed by the industry (the Directors of Maine Poultry Improvement Association) and is made up of twelve subcommittees which represent an industry cross section.

The total committee of 50 members seldom meets as a whole. Subcommittees meet often to identify

Benefit

ative approach

by
Larry C. Whelden*



Poultry specialists use service calls as a basis for presenting production information.

opportunities and problems which serves as a basis for Extension program development. The committees also review the University poultry research program and identify needs for research.

Some programs fail because of individual self-interest or disinterest in improving the entire industry's competitiveness. In some situations, legislation is needed to accomplish the objective. Extension program objectives can be enhanced by legislation and State Department of Agriculture cooperation.

For example, a dead bird disposal law was passed in Maine by the 1961 Legislature. Extension initiated committee action, which, aided by the State Department of Agriculture in the development of a workable law led to introduction of the bill.

Extension workers explained the legislation to the poultry industry. Following passage of the disposal bill, Extension developed a program to explain methods of complying. As a result, the goal of sanitary dead bird

disposal was reached, the poultry health program progressed, and industry's competitive position was improved.

Legislation is not always a solution. Neither is industry support of Extension programs assured. Industries allied to poultry production at times think only of themselves.

In 1962, an "Updating Your Poultry Facilities" Extension program was started after committees saw in it opportunities for the Maine poultry industry. Alternative proposals were incompatible with the interests of some segments of the industry.

The "include more services in the farm enterprise" phase of the program met some opposition—particularly the alternatives of including a feed mixing service in a farm enterprise or local milling. Nevertheless, an effective program was initiated.

The committee approved the monthly publication of a standard layer ration ingredient cost in May 1962. This made the cost of feed manufacture and distribution apparent

since the average commercial ration price also was published.

This, and other educational efforts to create awareness and cause concern about the competitive opportunities of the Maine egg industry, led to some farm milling, some cooperative milling, local milling and a lower feed cost per dozen eggs. In May of 1962, the ingredient-commercial feed cost differential was \$18.17 per ton. In May of 1965 it was \$7.99.

The committee's awareness of an opportunity to lower feed cost, plus some industry support for an educational program, has improved the competitive position of the Maine egg industry. Accurate identification of industry opportunities provided a basis for an effective program even though the action needed is not compatible with all industry segments.

An effective Extension program directed at improving the poultry industry's competitive position seldom met with unanimous industry approval. However, the differences were discussed openly.

Continued Pg. 22

When you cut down a forest, you do it one tree at a time. That's exactly the approach the Oklahoma Extension Service has used in meeting the educational challenges posed by the diversity of its agronomic environment.

This involved two things—dividing the industry into logical segments, and two, encouraging participation of commodity groups in educational programs. Where no commodity

was organized to supervise funds assessed on wheat production. These funds are used for promotion of wheat and wheat products, research, and education.

Cotton growers, ginner, and seed crushers were next to organize a similar association. They too are making rather sizeable contributions to research and education.

moting educational programs. The cooperative relationship that exists between OPFES and the Extension Service is a good example of the ways the Extension Service works with special interest groups in promoting education.

OPFES membership includes fertilizer company agronomists, salesmen, and fertilizer dealers. Most fertilizer companies doing business in

Commodity Groups Provide Educational Channels

by
Billy B. Tucker*

groups existed organization was encouraged.

The end result of this effort has been a fuller development of Oklahoma's agricultural resources because of its improved competitive position.

The wheat industry — producers, dealers, elevator operators, and millers—was first to recognize the need for improving its competitive position. The feasible route was a comprehensive research and educational program.

From this the Oklahoma Wheat Research and Education Foundation was founded. The Foundation has contributed more than \$300,000 to Oklahoma State University for research and education since it was founded in 1952.

The Foundation further provided leadership in organizing a Wheat Growers Association and a Wheat Commission. The Wheat Commission

**Project leader, Extension agronomy, Oklahoma State University*

During the 1965 State legislature session, a bill was passed creating a Peanut Commission similar to the Wheat Commission. The Caddo County Peanut Growers Association had previously been quite generous in donating funds and supporting in other ways research and education on peanuts.

In 1963 a new irrigated peanut research station was developed as a result of the support from this group. The Peanut Commission is presently considering a proposal for financing two Extension peanut specialists.

Currently, many special interest groups support agronomic educational activities. The following deserve special mention: Oklahoma Plant Food Educational Society; Oklahoma Aerial Applicators Association; Oklahoma Pesticide and Chemical Association; Oklahoma Grain Dealer's Association; Oklahoma Seedmen's Association.

The Oklahoma Plant Food Educational Society (OPFES) perhaps is the most active organization in pro-

the State support OPFES by becoming members. Presently there are 10 company members and 300 dealer members.

OPFES is dedicated to educational activities on the proper use of fertilizers in Oklahoma. Its activities have earned respect of members and non-members. Promotion of sales per se has not entered into program planning of the organization.

Its officers and directors adhere to the principle that only through proper use can fertilizer sales be permanent.

Leadership in the organization is composed of a 17-member board of directors and three ex-officio members. The ex-officio members are the Head of the Department of Agronomy, agronomy Extension leader and vocational agriculture leader.

Extension agronomists serve as chairmen of most special educational committees. The single most important function of the organization is the annual Fertilizer Dealers Conference.

The fertilizer dealers conference is designed for dealer training and uses the Agronomy Research and Extension staff for a major portion of the program. A theme is chosen each year and a handbook printed.

The Oklahoma State University Agronomy Department prints the program but is reimbursed by OPFES for the expenses. Recently, copies of the proceedings have been requested from all parts of the nation. The annual banquet held in conjunction with the Dealers Conference provides an opportunity for presenting OPFES education awards.

Awards given by OPFES include: 4-H Round-Up Award for Individuals (four prizes); 4-H Round-Up Award for Top Three Teams; 4-H Fertilizer Awards (Top Ten Winners); FFA Fertilizer Awards; and FFA Advisor Award. The OPFES also recognizes the outstanding student majoring in soils at Oklahoma State University in honor of the late Dr. Horace J. Harper.

The recipient receives a \$300 scholarship. A gold watch is presented to an outstanding senior in agronomy each year. Also the outstanding county agent is honored yearly as well as the outstanding vocational agriculture instructor in the State.

One of the most recently enacted awards program is the Hi-Production Club. Certificates and cash prizes for winners who qualify for membership in the Hi-Production Club with any of the major agronomic crops.

OPFES helps Extension agronomists conduct the most extensive pasture fertilizer demonstrations in the nation. These consist of 10-acre grazed and/or hayed bermudagrass based demonstrations.

Thirty-eight of these demonstrations are being conducted in Oklahoma. In previous years, as many as 49 demonstrations have been conducted. Each year a bus tour of

representatives from the fertilizer industry, financial concerns, dealers and university personnel visit selected demonstrations with pre-arranged programs.

Similar fertilizer demonstration programs have been conducted on small grains, cotton, alfalfa and sorghums.

Fertilizer companies in cooperation with OPFES have donated up to 90 tons of fertilizer per year to the Oklahoma State University Agronomy Department for research and education. Additional donations are given on county and other local bases which is over and above other fertilizer company grant-in-aid programs.

Field days attendance at major Agronomy Research Stations has increased greatly due to support of OPFES. Support includes special publicity; special notices in OPFES newsletters; company exhibits; tents for fertilizer exhibits; refreshments; and even help finance the noon meal.

Each year the board of directors of OPFES selects one field station to visit for a special interest field tour. In the evening following the tour, an OPFES business meeting is held to discuss research and education in the area served by the Agronomy Field Station.

A series of short courses designed for fertilizer dealers and other agricultural leaders have been held in every section of Oklahoma under the auspices of OPFES.

The first one was concerned with fundamentals of fertilizer use. The second was concerned with pasture fertility. In both cases, OPFES paid printing costs of a handbook and helped defray other costs. Industry representatives were co-teachers in these sessions.

Plans are being made to sponsor in-depth training sessions in selected areas of the State. Industrial agronomists will help teach these schools.

Other OPFES activities include: intensified soil fertility counties (soil testing campaign); county Extension—fertilizer dealer planning sessions; and special soil moisture surveys. OPFES performs two activities that help distinguish it from many ordinary societies.

It helps recruit the best qualified students into careers in the chemical industry through a degree in Agronomy. OPFES furnishes travel, lodging, and meals for seven agricultural instructors from junior colleges throughout the State to a program on the Oklahoma State University campus. A top-notch hard hitting program acquaints these advisors with opportunities in the chemical industry. This project was initiated to meet a critical shortage of qualified applicants for positions in this field.

It also is helping sponsor the American Society of Agronomy meetings in Stillwater this year. A committee has been appointed to work with Oklahoma State University agronomists for this event. Another committee has been appointed to solicit funds for some of the special functions being performed as a courtesy from the people of Oklahoma.

There are many other active organizations helping with the Agronomy Extension programs in Oklahoma. All of these should be named but OPFES was chosen as an example of how one organization helps.

In this rapidly changing agriculture no one organization has a monopoly on educational work. In fact, agriculturally oriented industries are performing more and more of the educational activities previously conducted by Cooperative Extension.

One way to coordinate the work and thus assume the leadership in this all important educational task that lies ahead is by working closely with special interest groups such as OPFES. "The load does not appear unmovable when several teams are hitched to the wagon." □

Industry— A Responsive Public

by
Andrew Dunkin
*Extension Vegetable
Marketing Specialist
Oregon*

Rub industry the right way and hundreds of agricultural genies emerge out of its magic lantern.

In Oregon we have built a climate of mutual confidence, respect and friendship with industry groups that get our jobs done easier and faster. This situation resulted from five years of informal association.

We felt that Oregon's food processing industry and the entire agribusiness community are our most receptive, responsive, responsible, and influential publics. We are discovering that commercial fieldmen of these firms are very effective in influencing the farmer's attitude. Our experience suggests successful ways of working with this rapidly expanding industrial force.

Contractual arrangements remove from our control certain of the things we face in our attempt to further the production of vegetables in Oregon. For this reason alone, a close-working relationship between the Extension Service and processing company field men is advantageous.

Vegetables are grown to specifications established by the needs of the processing companies. Fieldmen of these companies provide advisory and supervisory services that Extension agents and specialists are not equipped or constituted to give. For logical reasons, field supervision is something that industry has to do for itself.

Our aim is to exploit the farmer's growing reliance upon fieldmen to get productive ideas more quickly adopted. We also want to reduce the amount of routine trouble-shooting county Extension agents are called upon to do.

Most agricultural fieldmen are farm boys who during or after college, or one of the recent wars, were adjusted off the farm. Many are college classmates of Extension agents and they are cut from the same cloth.

Types of agricultural fieldmen and their academic achievements vary, but they all share Extension's desire to apply science to agriculture to make money and to improve the circumstances of our farmers.

Nearly six years ago the need for cooperation was clearly evident to the Extension Service and the food processing industry. But a comfortable majority on both sides could not fully agree. We heard all the old arguments such as, "You'll put Extension out of a job."

An approach toward a closer working relationship between Extension and processors was agreed to after several meetings with the chairman of the Raw Products Committee of the Northwest Cannery and Freezers Association. The sanction of its board of directors and the blessings of Oregon's directors and the blessings of Oregon's Extension administration soon followed.

Extension agents chosen for their constructive interest and leadership and who were in on the preliminary plans called the first organizational meetings. The chairman of the Raw Products Committee encouraged closer cooperation of all processing company field department superintendents in Oregon and Washington counties bordering on Oregon.

The first meetings were completely successful. Formation of three associations of processing company fieldman and county Extension agents in widely separated parts of the State resulted.

Two of the groups had monthly luncheon meetings with speakers from the University, industry, or government. The other groups meet on an irregular basis.

One of the associations has adopted a constitution and by-laws. By custom, the president is always a fieldman and the secretary is a county Extension agent. The jobs are rotated frequently so that no one feels overburdened and all get a chance to practice leadership.

There are no dues or restrictions on membership, except that fieldmen representing supply companies, such as pesticide or fertilizer manufacturers, may attend the meetings only by invitation.

Results of the closer working relationship with these associations have been productive beyond Extension's wildest expectations. From them have grown a series of week-long short courses, field days, tours, special projects, and planning sessions.

All meetings are conducted on first-name basis, with little secrecy among the companies represented. Extension personnel cooperate fully in the development of new products, new equipment, new areas of production, and in the anticipation of needs.

There is a better understanding of occasional deficiencies of certain information and new regard for everyone's suggestions.

Through these associations, new Extension agents and fieldmen are quickly included "in". Extension and industry present a solid front on varieties, fertilizer, and pesticide recommendations. Processing company fieldmen share directly in the annual review and revision of pesticide recommendations.

Oregon State University fertilizer recommendation fact sheets for vegetable crops carry the credit line "reviewed by Willamette Valley county Extension agents and processor fieldmen's associations." This spreads the responsibility and the credit.

The amount of trouble shooting by county Extension agents is decreasing, and prestige of field department personnel is increasing. Extension projects that were beginning to seem impossible are beginning to roll.

Sometimes, however, success is a long time in coming. For instance, despite our continuous efforts and use of all the standard Extension educational techniques, we have failed to get a satisfactory increase in the number of Oregon vegetable growers who voluntarily apply irrigation water in ways known to produce maximum yields.

In the case of snap beans, Oregon's most important vegetable crop, years of study and demonstration have shown that it is possible to increase yields per acre by 1.5 tons by proper irrigation. This would be worth nearly \$2 million of additional income to farmers in the Willamette Valley.

When asked why they neglected to follow the University's recommendations for irrigation of the snap beans, farmers admitted frankly that this was one management decision with which they needed close support. "If the Extension agent or the fieldman would tell us when to irrigate, we would get it done," they said.

The truth of this statement was borne out by our experience with a very large processing company in the Willamette Valley during the summer of 1965.



Regular meetings of Extension workers and industry people help keep efforts aimed toward primary goals.

Following the University's recommendations and using standard moisture plugs and electronic moisture measuring equipment, selected fieldmen were trained to ride herd on 475 acres of demonstration fields.

The yield and quality increase of the beans from these properly irrigated fields were so striking that the cooperating processor has decided to provide this service on a permanent basis through the field department.

The success of the project has attracted attention throughout the company which has branches in many parts of the world. In addition, this approach is already being considered by other Oregon companies for use this spring.

Certain overall beneficial effects are becoming obvious:

Extension projects, planned in close cooperation with industry, are getting positive results with greater regularity. There is no conflict with industry.

There is greater feeling of unity among Extension workers and industry representatives.

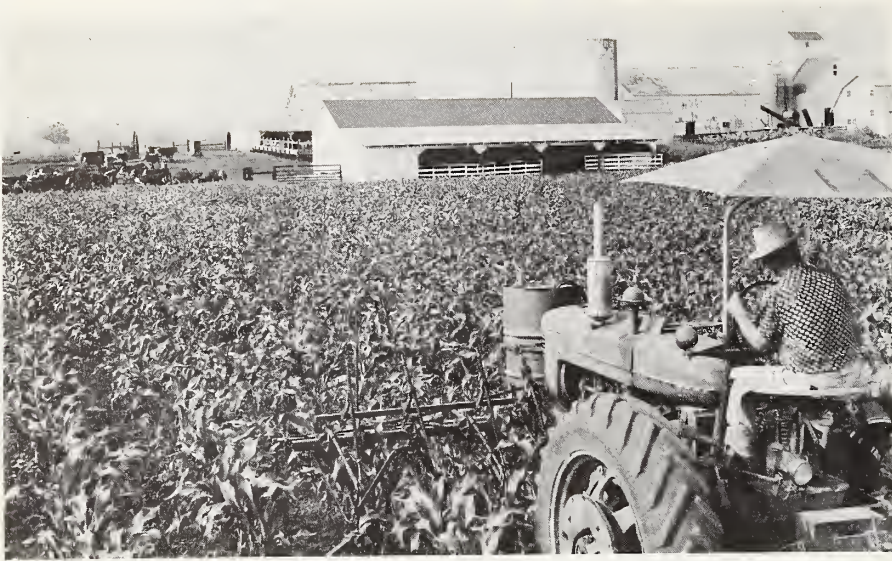
Extension personnel devote less time to trouble shooting and more to education.

Extension is in a position of leadership.

Also, the roles of the principals are more clearly identified. Extension's role is education and the providing of educational opportunities; the role of the fieldmen is field service.

More ways of working together are to be explored and developed. As acreages of vegetable crops and agricultural efficiency increase, new problems are created which will require close cooperation and courage to solve. We believe that we have found an arrangement that works.

Great advances in agriculture are still to come, and we feel we are organizing our human resources in Oregon to take advantage of the changes. We haven't completed the job, but we have made a good start and we are confident enough of our methods to recommend them to others. □



Commercial agriculture requires a large investment

Farm Credit -

. . . a tool for adjustment

by
R. N. Weigle*

Extension and finance agencies are working closer and closer to help Indiana farmers make the best use of credit in making adjustments to meet the changing economic environment.

Their cooperation has done much to enhance commercial agriculture. Cooperation is expected to be even more important in the future.

Financial management of the farm business holds a position of greater importance to the success of the farm business in the future as compared to the past.

Emphasis must be placed on the cash generating ability and cash flows of the farm business. Farm manage-

ment and financial management are ever closer welded together. Capital needs of farms are rising by leaps and bounds.

Farm credit needs generally increase as capital needs of farms become larger. More responsibility is placed on lending institutions as credit needs increase, for the careful analysis of credit use by farmers.

Lenders can have considerable influence on the activities of many farmers. Lenders are in a position to promote the farmer's financial success, to assist him introducing sound farm management principles and to assist him in making an economic evaluation of new technology.

Recognizing the many sides to the farm lending program and to assure a better credit service to agriculture,

the Agricultural Committee of the American Bankers Association recently published the North Central edition of *Farm Credit Analysis Handbook*. This Handbook is a result of the cooperative efforts of the A. B. A. Agricultural Committee and the North Central Farm Management Extension Committee.

Agricultural bankers and Extension personnel worked closely together in all phases in producing the Handbook.

Similar cooperation has also extended to other regions of the United States. The Northeast and Southern Editions of the Handbook will soon be published and work is well under way to produce a Western Edition.

The Handbook provides bankers with guidelines and techniques of agricultural credit analysis as a basis for sound lending practices. It has also tied farm credit and farm management together.

The Handbook includes sections on farm and financial records and ratios and how to use them, analyzing the farm business, and annual farm and credit planning including cash flow analysis and budgeting. It suggests and illustrates the use of financial statements, profit and loss statements, annual farm and credit plans, partial budgets and other forms.

Bankers in each State are provided with specific standards and guidelines for types of farming within their own particular State Extension Service.

Many techniques and methods suggested in the Handbook are more comprehensive than have been generally used. The Agricultural Committee of the Indiana Bankers Association and the Extension economists are co-sponsoring Farm Credit Analysis Workshops to explain the Handbook to bankers.

County Extension agents and area management agents were also encouraged to participate.

The workshop problem involves a management and credit analysis of an actual farm business. Participants determine and get the kind of infor-

**Extension agricultural economist
Purdue University*

mation needed to make the analysis. The case is analyzed and compared to the standards and guidelines for farms of that area and of that type.

Management principles are set forth and participants investigate how closely the case farm adheres to them and what adjustments might be made. Budgeting, both complete and partial, is discussed. Particular emphasis is placed on preparing annual budgets and cash flows.

Bankers and Extension personnel participate in arranging and conducting the workshops. Illinois, Missouri, and Ohio Extension personnel are cooperating with the bankers association in their respective States in similar training programs. Other States in the North Central Region are planning like efforts.

The Handbook provides guidelines for improving financial management in farming. The workshops set this vehicle in motion.

Bankers understand better farm management and the application of credit analysis to modern farming. They understand their customers' businesses to a greater extent and are more conversant with their farmer-borrowers.

Extension workers have a better understanding of financing aspects of agriculture. As a result, they are becoming more effective in educational programs for farmers in financial management.

Educational programs for farmers in financial management were held during the past winter. Materials developed for the Handbook were used and demonstrated in these meetings with farmers and were distributed to those in attendance. PCA fieldmen, Federal Land Bank Association managers, FHA personnel, and bankers also attended many county and area meetings.

In previous years, county Extension meetings in farm finance have used personnel from banks, FLBA's, PCA's, FHA and other credit agencies, along with Extension personnel.



Exhibits help keep credit agency personnel current on late technology.

PCA and bank personnel in particular are working with county and area management agents in programs with young farm families. In this series of meetings, they will handle the credit and financial management sessions.

Credit agencies also have assisted in recruitment for the meetings. At times they require a potential borrower to participate in the farm and home management series before making a loan. In a very few cases, a credit agency had obtained almost the total enrollment for a series of meetings.

Credit agencies other than banks are also provided with management standards and guidelines by Extension personnel. In fact the material for the bankers Handbook was made available to the PCA's in Indiana.

Assistance has been provided periodically to the Federal Land Banks to develop prices, yields, and budgets for the handbook they use in their lending procedures. Extension cooperates likewise with the FHA in

developing materials for the manual used in their lending operations.

Clinics and seminars held at the Purdue University campus are other examples of the credit agencies and the Extension Service working together. In June of this year, a seminar for the Indiana Production Credit Federation will be held on campus. This is a resumption of seminars that were held semi-annually until 3 years ago.

The seminar is planned and sponsored jointly by PCA and Extension personnel. It is for PCA secretary-treasurer and fieldmen who are on the "firing line" of agricultural lending.

The seminar will emphasize profitable farm business organization. Extension has also participated with the PCA's in conducting seminars for their women employees.

Agricultural Clinics for bank officers, employees, and directors are held annually at Purdue. The programs are planned and implemented by the Indiana Bankers Association officers and agricultural committee,

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Farm Credit

Continued from Pg. 19

members of the Extension Service, and other Purdue staff members.

Approximately 500 bankers participate annually and many bring their county Extension agents.

Clinic programs emphasize the outlook for agriculture, profitable business organization, new developments in agricultural finance, and effective ways bankers are increasing their volume of good agricultural paper. Both bankers and Purdue staff members participate in the program which is on the practical side.

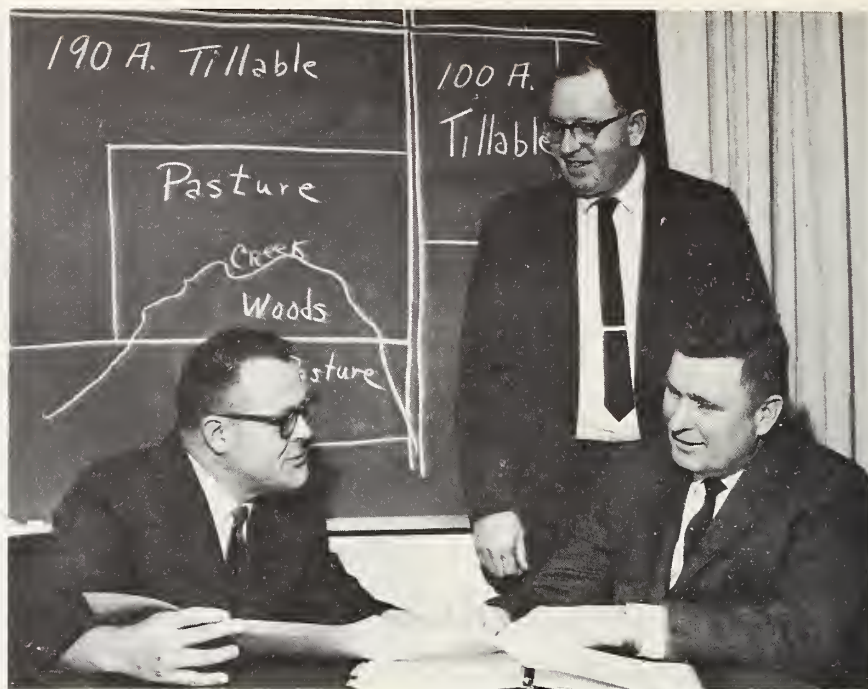
Frequent panel discussions enable maximum participation. In the 1966 clinic, discounting dealer notes and land prices were the subjects of panel discussions.

Two bankers and representatives from the feed and fertilizer industries participated in the panel. The panel on land prices was moderated by an Extension economist. Panel members included a banker who was active in real estate loans, a professional farm manager, and a farmer-borrower.

Also highlighted in the 1966 Clinic was the Farm Credit Analysis Handbook. The bankers had an opportunity to discuss farmer and dealer credit problems in small, unstructured "bull sessions". An agricultural banker, assisted by an Extension economist presided at the "bull sessions".

A member of the Extension Service works closely with the Indiana Society of Agri-Bankers. This is a group of about 75 bankers in the State whose work is predominantly in agricultural lending.

Visits to farms and agri-businesses to study their management and financing occupy many of their meetings. Particular emphasis is given to the financial management of these businesses. Extension arranges and conducts the visits and also the content and execution of other programs. At least one of the four Society meetings each year is held at the University.



Bankers and Extension specialist plan farm credit analysis workshop.

Credit agencies and Extension have also cooperated in programs on merchant and dealer credit. The credit agencies invite the merchants and dealers to a dinner meeting. Extension personnel discuss problems and costs of merchant credit and alternative credit policies.

PCA's sponsored many of these meetings. County Bankers Associations and individual banks also were sponsors of meetings. On some occasions they combined to co-sponsor the meeting.

Some of the district PCA's in Indiana have requested an Extension economist to meet with them at their monthly fieldmen meetings. They are concerned with the change in agriculture, an economic evaluation of new technology in agriculture, and how they can better gear themselves to serve modern agriculture.

The Indiana Bankers Association encourages potential young farmers to attend the eight week Winter Course in Agriculture at Purdue if they cannot see fit to participate in

a regular college course. Monetary assistance in the form of scholarships are given by individual banks to young farmers in their areas.

Often this assistance will amount to one-half of the cost of attending the course. About half of the Winter Course students have bank scholarships.

County Extension agents participate in finding and selecting these young men to be awarded scholarships along with the banker. Many of these young men return to their communities and become leaders in Extension and their communities.

Extension cooperation with the lending agencies has increased the effectiveness of Extension by contributing to the education of Extension personnel, and by drawing more participants into its program.

Commercial agriculture benefits as lenders have increased understanding of the farm business, of the changes that are occurring in agriculture, and how the changes affect agricultural financing. □

Progress

Continued from Pg. 7

planting and the resulting growing corn. Many minds were opened to the economies possible through cost cutting in soil preparation at corn planting time. . . ."

A local machinery dealer provided a self-propelled corn head combine and an operator for harvesting, and a local grain and feed mill weighed the shelled corn on its truck scales at no cost.

Results of this one project in a program, show the many ways in which the farm machinery industry contributed to an Extension educational effort.

York County, Pennsylvania is a highly diversified agricultural county and has a large number of machinery suppliers. The Pennsylvania Retail Farm and Industrial Equipment Association lists 32 suppliers in the county.

The high rate of mechanization taking place in the county makes it necessary to work with leaders and organizations to advise farmers on the latest information and practices.

The suppliers are community leaders and are on the firing line every day. They are most helpful in carrying out Extension's educational activities, particularly in the area of farm mechanization.

For the past 12 years, York County has had some type of farm machinery field day. All of these have been held in cooperation with the farm machinery dealers who do a considerable amount of the work in planning the type to be held, selection of the time of year and location for it.

Each field day has a major objective; for example, to demonstrate new forage or tillage equipment. However, related activities are included: such as safety demonstrations, land judging, and displays of static educational exhibits.

The minor expenses, such as, the cost of insurance to protect the host farmer, are divided and paid by participating dealers.



Demonstrating techniques at a Pennsylvania field day sponsored by machinery dealers and Extension.

Field days have proved to be a good means of disseminating information but possibly just as important is making friends with a group of business men who are an important cog in the total agricultural business. By cooperating with them in activities in which they are interested, Extension is able to have their cooperation with other educational activities. One in particular is the 4-H Tractor Program.

The machinery dealers participate in the 4-H Tractor Program by letting clubs meet in their place of business. In many cases, one of their servicemen is the club leader. They also loan equipment for the driving contests and other activities needing machinery, sponsor awards for safety, and contribute awards for other 4-H activities.

Cooperation is a two-way proposition. In York County's adult educational program many meetings are planned in cooperation with farm machinery company representatives. Through this close working relationship, the county Extension agent is requested many times to speak at their individual machinery dealer winter meetings. This gives him an opportunity to present timely information to some individuals who possibly would not be reached otherwise.

York County's cooperation with machinery dealers is an example of how other people can help Extension accomplish its task. The important point is that Extension's educational job is so broad that its personnel need to work more and more with people and organizations in its ever increasing educational expanse to accomplish its goals. □

Poultrymen

Continued from Pg. 13

Throughout the Maine Cooperative Extension poultry program, area poultry specialists are alert to opportunities — industry opportunities as well as teaching opportunities. Industry people are placed in teaching roles on programs and in small group discussions.

In today's complex agri-poultry business there are fewer poultrymen and fewer common problems—particularly those that can be discussed through mass media and at meetings. Individual consulting is more and more a necessity.

Since individual consulting is time consuming, area specialists try to get small groups together to discuss problems or decisions which each faces. This method allows efficient use of the area specialist's time, utilizes industry people as "teachers" by way of shared knowledge, experience, and opinions.

Extension workers also consult with contract administrators. An area specialist is in a position to review the overall situation and isolate problem areas. When the problem area is identified, the University staff can be called in for further consultation.

Problem identification may provide an opportunity for a workshop. A trend toward local milling in Maine required detailed nutritional information for feed manufacturing personnel. A poultry nutrition workshop series was initiated by area specialists and conducted by University researchers.

Extension-industry cooperation is further exemplified by the close relationships of servicemen, salesmen, and poultry associations. A Maine Poultry Servicemen's meeting, planned by servicemen, is attended by more than 125 annually.

Area specialists work closely with servicemen on specific problems. Cooperative field trials are conducted.



Cooperative exhibits are used in promoting poultry industry.

Individual ventilation systems are figured for salesmen based on Extension recommendations using the make of fan requested. Area specialists serve on county poultry association program committees.

This helps association-Extension program coordination. University and commercial resources, as well as technical equipment, such as air meters, light meters, and various measuring devices, are available to the poultry specialists for use in problem solving.

The question of "service vs. education" is often debated when equipment is made available. The Maine Cooperative Extension Service views this "controversy" as academic.

Extension is an educational organization. "Service" often is needed to educate. Balancing a perimeter intake in a poultry house, with the aid of an air meter, might be looked upon as a service.

We prefer to see it as a means toward better understanding of ventilation principles—which is education. The air meter may be used to show the speed of incoming air and as a result lead to an understanding of the need for adequate air intake sizing.

"Service" provided as secretary to State poultry associations is an effective way to further Extension program. Being involved in an industry association provides an opportunity to assist with problems which, directly or indirectly, influence an Extension program.

As an executive committee member, Extension workers help plan agendas, suggest committee members, and guide educational programs. In general, this provides for Extension-association coordination.

The sophisticated demands of today's complex poultry business have prompted Extension changes to maintain effectiveness. However, the Maine Cooperative Extension changes in field organization and methods did not ignore basic educational philosophy, the need for a clear program objective, and a realization of the industry problems.

The objectives of Maine Extension poultry programs are industry oriented and directed toward improving Maine's competitive position in supplying eggs and poultry meat to markets. Industry involvement to teach, identify opportunities, problems, needs and direction is fundamental. □

Maryland Tackles Consumer Problems

. . . . from both ends

Maryland challenged consumer problems with a two-edged sword . . . a Consumers Conference and a Supermarket Managers Workshop. In a one-day program entitled "Calling All Consumers Conference", participants from all corners of the State were briefed on legislative acts and pending legislation aimed at consumer protection. Miss Charlotte Montgomery, a magazine columnist also informed them, "You cannot have complete freedom of choice in the market and complete protection as well."

Consumers interests also were reflected in such topics as: improving quality of fresh meats and vegetables, improving storage of frozen foods, controlling costs, saving labor, and achieving a smooth flow of customers

an agricultural workshop for ministers?

TRY IT!

Extension workers in Newton County, Illinois, recently held a series of farm and home management meetings for ministers.

Objectives: to acquaint the ministers with the resources necessary for a successful farm operation so their ministry to rural families would be more effective.

Topics included: opportunities and requirements in farming, facts about Newton County farming, family goals and money for family living, principles of farm management, land use and cropping systems, costs and returns of crops and livestock, money management, and a farm tour to see the practices at first hand. Resource persons were Extension workers, an SCS technician, a banker, and farmer.

Twelve ministers attended the sessions and average attendance was 9.5 per session. Extension workers and ministers seem well pleased with the results.

throughout the store, in the sessions for market managers.

The ARS and FES cooperated with the Maryland Extension Service in the supermarket managers workshops, and the Maryland Consumers Counsel, UM College of Home Economics, and UM's State Home Demonstration Department (of the Extension Service), co-sponsored the Consumers Conference.



William O. Douglas

Natural Beauty, New York Way

William O. Douglas, United States Supreme Court Justice, was the principal speaker at the Rockland County, N. Y., natural beauty campaign kickoff.

Other guests were: Mrs. Frank Church, wife of Senator from Idaho; Dr. Joseph Shomon, National Audubon Society; Dr. Stanley A. Cain, Department of Interior; Dr. Charles Palm, dean, New York State College of Agriculture; and Prof. A. A. Johnson, director, Cooperative Extension Service, N. Y.

Decisions

Continued from Pg. 9

twice each year and for subcommittee meetings as needed. These meetings provide an environment conducive to interchange of ideas and creative thinking.

They facilitate periodic program evaluation, identification of problem areas, and long-time planning. They give continuity to the work; provide opportunities to identify emerging problems; lead to the development of improved techniques and procedures; result in highly useful material prepared by top-notch personnel; and in professional stimulation and growth among the cooperators.

Benefits of committee activities have extended beyond committee members to other farm management specialists and to county agents. Approximately 50 publications have been prepared by the committees.

The North Central Committee held workshops for all farm management Extension workers in the region in 1951, 1962, and 1964 to help broaden their perspective and appraise new developments and techniques in farm management education. The Southern Committee held a regional workshop in 1963.

Specific attention has been given to training of county agents to serve farmers more effectively. This includes publications for county agents' use in helping farmers make management decisions: a publication for county agent training; and a farm management course for county agents.

The Farm Foundation believes that its relatively modest resources can be used most productively by encouraging coordination of the work of existing agencies and by demonstrating the value of new lines of work, which might be carried on by others.

This pattern of close cooperation with others, particularly the Extension services and the experiment stations, is now showing cumulative results far beyond early expectations. □

From The Administrator's Desk

We Must Look Ahead

All of us must look ahead. If our programs are going to be of greatest value we need to be anticipating conditions three months, six months, five years from now and planning for those conditions—indeed conducting programs that help the people we serve be prepared for probable or certain future developments.

Recently I asked the FES staff to tell me what they saw—from the national point of view—that would be of greater concern in Extension programs in the months ahead. Their list was as long as my arm. Here are just a few of the items revealed in their view of the nearby future.

- Widespread hunger in many parts of the world, highlighted by a critical food shortage in India. How can the American agricultural "know how" be more effectively applied to help our friends abroad? Adjustments in production of some crops, as the U. S. helps meet emergencies in some food-short nations—especially more soybeans, food grains.

- Increasing knowledge of mycotoxins and salmonella, their incidence and relation to human health lead to greater emphasis on practices that help minimize hazards.

- Growing problems of disposal of agricultural wastes, new techniques being developed.

- A host of Government programs enacted in recent years directed at helping communities improve facilities and services. Many rural areas lag in applying them to their local problems. Complex situation, calls for real educational leadership. Important opportunities exist to improve schools and educational programs, water and sewage facilities, housing, recreational facilities, health facilities, etc. Very important challenge to Extension.

- Increased opportunities to make use of VISTA volunteers in Extension programs with homemakers and youth, in community development.

- Continued displacement of farm workers through mechanization, increasing public concern for their abilities to move into other opportunities.

With high levels of employment, farmers must compete for scarce labor. How to obtain large amounts of seasonal harvest help?

- Apparent growing public recognition of need for consumer education.

- Bills now before Congress, which, if passed, will affect emphasis of our programs—Child Nutrition Bill, Community Development Districts Bill, Food for Freedom, et al.

- Growing interest in helping those handicapped because of physical condition, age, past lack of education, race or for other reasons.

- New or recently developed programs of federal assistance that require local planning—depend on the development of community leaders, the development of their knowledge and leadership ability, their local initiative—programs concerned with natural resources, economic development, community facilities and services.

This is just a sampling of the national situations that the FES staff see as important in affecting Extension program emphasis in the months ahead. These and other national situations are important to local Extension workers as they study local situations and develop their program plans.

Have you looked at the developing situation in your area? Have you looked at your area in relation to your State, the Nation, the world? If yours is a specialized assignment, have you looked at your specialty in relation to the broad spectrum of developing situations, opportunities, and needs?

Are you planning programs for six months, a year, five years in the future—in line with the best guesses as to where your contribution may be greatest in serving your people then. If you are doing, and planning to do, only those things that were good last year or five years ago, you will be sure to miss some of the big opportunities five years from now. We all should spend an important part of our time anticipating the future and planning for it.