

3 other groups as large as this

plus staff (not as large)

Director Workshop - 58 Director + Assist - SAME

May 1956

DM

The Over-all Extension Program

and Significant Changes + Trends in Agriculture

Mary Helen Neill - Watergate - good for program - need to understand farming - Double income Watergate

This is a period of very rapid change in Agriculture, with the usual confusion that rapidity brings. During the past quarter of a century we have gone through the greatest depression this nation has known, the most devastating war the world has ever seen, and are at present engaged in a Cold War the future of which may well determine the fate of ^{civilization.} ~~the world.~~

The atom bomb may change ~~the~~ life on this globe far more than all the many other forms of energy man has harnessed over the years.

Agriculture has been in the center of this confused state and is probably the No 1.

Domestic Problem of the moment and unfortunately promises to be for years to come.

up until recently PRODUCTION has been the cry - 2 Blades of Grass
Slides - Some phenomenal progress - 1/3 Century. 2.

The forces released by technical advances and economic and social adjustments are pressing on agriculture from all directions. Some of the important changes, briefly stated, are:

1. With approximately the ~~same~~ ^{twice the} number of farms as we had 100 years ago, we have a population 5 times as large.
2. About 1/3 of our farms produce and market 90% of our food and fiber requirements.
3. Commercial farms are growing larger and producing more. They are more specialized, less self-sufficient and more dependent upon cash and credit. Their operating problems are similar to those of urban businesses.
4. Successful farming requires large investment, from 2 to 4 times the amount per worker that heavy industry has invested.
5. Credit is playing an ever-increasing role in meeting the needs of both the farm and the farm home.
6. Levels of living on farms, particularly for farmers from 35 to 50 years of age are rising more rapidly than in any other group in our economy. This is reflected in higher living costs that require larger incomes. Farm families offer a tremendous market for industrial goods when incomes permit.

but how two million low income farms can obtain similar levels of living, no one appears to know. This means that the gap between these two groups will widen unless costly government subsidies are made available or we can find ways of transferring many low-income farmers into other occupations.

7. Rising standards of living require greater capital investment in better housing, home appliances and furnishings, automobiles, televisions and radios. All this is reflected in higher living costs and demand greater net income.

8. The sensational results brought about in boosting yields and cutting unit costs of production through the use of modern chemicals, fertilizers, irrigation, etc. ^{power and machinery} have made them absolutely essential on modern farms.

9. Farmers must buy more things, but fortunately we have more to sell. While we can get rich faster in good times, we can also go broke faster in bad times. This means that our best hope of survival is to pile up savings when prices are good, to cushion us over when prices fall.

Consumer demands are changing. Fat is no longer desired in food, nor are carbo-hydrates, by many. The rising demand is for lean meat and other forms of protein. Synthetic fibres are highly competitive. Packaging, refrigeration, portion versus bulk buying, scientific nutrition in both humans and animals; these are all rapidly advancing.

What does a farm family need to know in order to plan intelligently about the soil and its treatments for increased productivity; for effective conservation; about crops and livestock choices; feeding and manage-

ment; about capital and labor requirements; about marginal costs of production; about price relationships; about government policies; about management principles?

All of this means that the farmer is dealing with various types of new operating problems involving technical practices and social changes that largely decide the success of his operations and his level of living. He is now much more concerned with his family's social status than formerly. Age brings with it desires for different types of recreation, for varying uses of leisure time, for the development of hobbies, for training in the cultural arts.

The farm youth of today faces many problems, and equally true, many opportunities unknown to the farm youth of 20 years ago. Competition for his interests and for his life's work have multiplied many times. While the difficulties of getting started in farming, except through inheritance, have greatly changed, the chances for making good on the farm have likewise increased through science, technology and the opportunities afforded by the Extension Service for the further improvement of those young people who desire to make a career of farming.

Economic Trends

It is apparent from this brief statement that the economic changes forecast significant trends that challenge extension education to meet the present and potential demands of farm and rural people.

All the direct and indirect economic pressures upon the farm family's ability to earn sufficient net income to provide modern levels of living, to educate farm youth, to insure reasonable security for health and old age, appear to loom large and important as we look ahead.

All the elements commonly associated with any successful commercial business venture now are being reflected in this business of modern farming.

1. Farming is now a cash economy.
2. Conservation of all productive resources represent a "must" from the long-time point of view.
3. Increasing capital outlays and advancing credit needs are more important than ever.
4. There is increasing obsolescence of machinery and equipment.
5. There is increasing need of knowledge, skill and management as science brings increasing technology and efficiency opportunities.
6. There is increasing dependence upon foreign trade, until an increasing population brings additional domestic demands for our foods and fibres.
7. There is increasing dependence upon full employment in industry, upon wise government monetary and fiscal policy, upon fair taxation assessments, upon elimination of restrictive tariff policies, and upon open, free competition in all segments of our economy.
8. There is dependence upon high purchasing power of consumers, as market outlets for an increasing variety of high quality farm products.
9. There is increasing dependence upon research as a major source of technical progress in farm and home opportunities for modern living.

It is apparent that dynamic changes in agriculture, only partially indicated above, point the direction and the required emphasis that will feature extension's role as it proceeds to fulfill its educational function.

Farm family income needs will increase. We are set for higher levels of living. Every effort will be expended by intelligent farm people to keep pace with those segments of our economy that find it possible to

advance economically, educationally, socially, morally, politically, and religiously. Will parity of opportunity prevail in agriculture? What part can extension play in bringing to rural people what they need to know in order to use their resources to achieve the economic and social objectives they seek?

Recognizing that research is fundamental in providing extension with effective useable resource material for practical extension work on the farms and farm homes, ~~have~~ ^{Some have} raised questions as to whether research had provided as much material as may be needed in such areas as: (1) the impacts of technology on farm size, its organization, its labor needs, its best use of capital and its costs of production; (2) the economics of soil conservation; (3) relative profitableness of alternative uses of land, labor and capital; (4) personal qualities of management; (5) the development of programs in agricultural policy and (6) how best to improve public relations.

Social Trends

To the question - "What is a desirable farm income"? the answer might be given in one simple sentence -

"enough to live on and enough to live for". Perhaps enough to live for may be the more important.

~~It seems to me~~ Farm families today are expressing their social goals somewhat in this fashion. They desire a better and more satisfying level of family living. They are convinced an adequate income is necessary to obtain it. They have desires for (1) modern farm and home conveniences, labor-saving equipment, remodeled homes; (2) they desire more home beautification, better lawns, flowers, enclosed yards, painted buildings; (3) they want less isolation, all weather roads, radio and telephones,

television, daily papers, magazines, urban contacts, farm organization contacts; (4) they want improved medical care facilities, recreational activities and opportunities, better churches and library and home-reading opportunities; (5) they want improved schools, vocational guidance opportunities, and cultural arts training. All of these and others represent both immediate and long-time goals as financial resources permit. These are the goals that represent self expression, desire for security, self respect, personal achievement, and personal happiness.

While farm family life in all its expressions has represented needs to be served by extension workers at all levels of responsibility throughout its experience, only within the last few years has emphasis begun to be placed on knowing more about the principles of sociology and psychology. Not many of extension's great staff have been formally training in these sciences, but all have consciously or unconsciously used these principles in dealing with their vast clientele.

Tomorrow's needs, as they grow more complex in modern society, will accentuate the values to be gained by Extension as it learns better how to work with people who are activated by a whole range of human motivations in both group activities and as individuals.

How shall Extension deal with public policy problems that affect rural people?

It is here that citizenship responsibilities give concern. While the farmer's understanding of his relations with government - local, state, and federal - has always been important, this now is growing into fundamental significance. He presently is confronted with a number of fundamentally important public agricultural policies that directly affect his economic welfare and his relations with farm organizations, business

groups, consumers and many others. More than that, the farmer's interest requires a much better understanding of national, state, and local issues than was formerly required. He has an important stake in taxation policies, in the effects of inflation and deflation, in local school legislation, in state regulatory measures, in social security, in foreign relations, and particularly in national government price support policies and programs.

The techniques of dealing successfully with controversial subjects in this field differ from the methods commonly used in the other lines of extension work. Here the task is one of teaching understanding of all sides of the various questions or issues. This means attempting to change attitudes of mind, to stimulate thinking that finally results in value judgments by those interested. The emphasis is upon the farmer's ability to diagnose, appraise, and to reach conclusions, ~~that often take the form of action, sooner or later, in the political arena.~~

Extension Accepts the Challenge

Time will not permit an extended discussion of the resources possessed by this organization to meet the challenges in the form of present and potential demands somewhat outlined above.

One of the high values of this service centers in its philosophy, so deeply ingrained in all members of the staff, "to assist people to help themselves." This is the type of philosophy that grows on individuals and represents the reason for so many sacrifices that have been made through the years to build this system dedicated to the advancement of rural America.

From the administrators to the staff and line organization reaching so effectively into the counties, there appears to be a growing realization that exceptional opportunities will build resources in the form of

"Line" - ^{typed down names} People who have authority to say "do & don't"
"Staff" " " " " " " "should or shouldn't"

One can delegate "authority" but not "responsibility."

improved personnel and larger finances to meet the challenges of an expanding extension service.

Another advantage held by extension is its relatively high standing, both in rural and urban communities, in appreciation for the types of services it has rendered to so many people. In spite of the many problems that may be identified in the past with extension's growth and development it has earned a high place in the educational sun and it will go forward to greater achievements.

By way of an outline summary of what extension needs to make the most of the challenges, that have been discussed, centers in its adaptability and versatility to make the most of the following:

1. Finding ways and means of promoting effective program planning, from both the short and long-time points of view. *SEE A*
2. Finding more effective ways of increasing the family unit approach for farm and home planning. How detailed this can be will depend upon many factors but it would appear that a combination of group and individual contacting may represent practical methods of increasing this program. *See B* *Mr. Shoffner will discuss F+H D later at this conference.*
3. Constantly paying more attention to modern communication devices, with special use of those individuals who appear to be particularly adept in this area. ~~Whatever~~ Extension workers can learn much from commercial agencies that appear to find successful ways and means of reaching large numbers of people with effective types of communications. *Radio + Television.*
4. Perhaps the greatest value that can come to extension as we look ahead is providing more opportunities for the professional improvement of workers at all levels of responsibility.

This we are steadily and earnestly driving at, and the progress we have made is beginning to show up.

6. It is clear that the greatest use of the educational resources available to extension people will be needed. This means more dependence upon research and closer relations between research and extension workers. It means effective relations with other educational and regulatory agencies of the Federal Government, of the state, and of local communities. There will be increasing need of improvement in institutional relations, integration of various lines of work, and staff approach rather than the individual specialist approach, to many problems, particularly those dealing with farm and home planning.

7. Finally, it is always in order to strengthen public relations,

~~I appreciate that~~ Much of an administrator's time is consumed in the general area of public relations. Altogether, this had been extremely effective in placing extension in a favorable light with the general public. There needs to be more knowledge, by many groups, of extension's role and its contributions to the general welfare. This is one way of increasing the opportunities for obtaining larger financial resources with which to meet increasing demands. *My definition of Public Relations is*

1. Do a good job

2. Let people know that you could do a better job with their help and support.

Preserve our land - which is limited

By 3065 - Congress on World Population in Rome

1109 Years = 3 trillion people or 1 for every 4^{sq} land

The Managers of the Land - must be the BEST EDUCATED
group of all - its fundamental.

Directors' Administrative Workshop. Extension Center for Advanced Training,
Wisconsin - Kellogg Foundation.

Dr Spindler - How to Live Happily 365 Days a Year

1949 Farm & Home Week Talk

Book - Readers Digest

E. I. I. - Emotionally Induced Illness
over 50%

A- This is Program Projection - I would define it as "Complete Long-time planning" -

Complete - because it takes into account every resource + every possibility - HUMAN, PHYSICAL ECONOMIC + SOCIAL.

B. RURAL DEVELOPMENT - poor name - "Low Income" assistance -

A combination of FHA practice + training for non-farm jobs plus employment opportunities.