

STATEMENT OF THE SCHOOL OF AGRICULTURE ADMINISTRATIVE  
STAFF BEFORE THE EXTENSION ADVISORY COMMITTEE

Comments of the Administrative Staff of the School of Agriculture are organized under four headings.

One of the major jobs of the Committee was to appraise the effectiveness of the Extension Service. This has been done and throughout the Report there are general appraisal statements. It is important, however, that these be pulled together for ready reference and to give a comprehensive picture of the situation as it now exists in the Extension Service. We have brought together the statements which we consider to be in the category of overall appraisal. We would like to have these considered as a group by the Committee to see if they do give a picture of the Extension Service as it now stands. These statements make up the first section of our report.

In the second section, we have enumerated what we consider to be the major recommendations of the Committee. We are in agreement with most of these recommendations. There are a few with which all or some members of our Administrative Staff disagree. This disagreement is indicated. In a few cases, we feel that further discussion between the Committee and members of the Administrative Staff is needed. This is also indicated.

In the third section, we have listed a number of paragraphs and statements which we feel should be changed editorially. The statements to which we refer in this section are either in error, are not clear, or we feel that they leave the wrong impression.

In the fourth section, general impressions or philosophies secured from reading the report are summarized.

GENERAL APPRAISAL STATEMENT

1. Chapter 2, page 4, paragraph 3. North Carolina's agriculture is prosperous and progressive. The past record is a record of real progress and unquestionably the Agriculture and Home Economics Extension workers have been a major factor in this progress.

2. Chapter 2, page 4, paragraph 7. In the preceding paragraph, it is indicated that much work needs to be devoted to marketing. The Committee adds again the potential in quality and variety of goods and in nearness to market is at hand. Research must provide constantly the knowledge of new and better ways of processing, packaging, and transporting. Extension must teach them and make known the opportunities for their practical application.

3. Chapter 2, page 5, paragraph 1. Overall there must be better broad-scale planning. One hundred individual county programs inherently based on limited views of regional and state-wide problems cannot meet this need. The Extension Service as a division of State College is best equipped to take, and should take the lead, in developing and keeping up-to-date the essential surveys of the economic situation of North Carolina's agriculture and its relation to the National and world-wide market for food and fiber, and to draw from such surveys periodically the broad outlines of a sound, master program for agriculture in the state.

4. Chapter 3, page 3, paragraph 4. Wholehearted cooperation of County Governments in the work of the Agricultural Extension Service is clearly evident throughout the state. Presently, they are contributing about one-third of the total expenditure budget. Continuation of this cooperation is vitally essential to the future progress and effectiveness of the Service. The Committee would recommend nothing that would in any way impair it. Not only by virtue of their financial contributions but also because programs and personnel must be carefully related to the needs of each county, the County authorities have an unquestionable right and important voice in the shaping of the program and in the selection of personnel for assignment to the local staff.

5. Chapter 3, page 3, paragraph 6. Responsibility for the management of the Service as a state-wide organizational arm of North Carolina State College is vested solely in the Director of Extension by both the basic law and the State-Federal contract. There is basis for serious concern over the degree to which failure on the part of the Service itself to exercise fully this responsibility has created

a management vacuum which County Boards, quite naturally, moved to fill.

6. Chapter 4, pages 6 and 7, last paragraph on page 6 and first paragraph on page 7. In its discussion of extraneous work, the Committee has the following to say: It is equally true that these workers, with as few exceptions as will be found in any organization of comparable size, work very long hours without regard for the clock, that they have a very highly developed sense of responsibility as citizens, and that they do not regard their participation in these civic affairs as part of their official duties. Since their facilities are almost wholly provided by the counties as part of the County support of Extension, there would seem to be no sound objection to their occasional use for non-Extension purposes. In the Committee's opinion, commendation rather than criticism is on this point most appropriate.

7. Chapter 5, page 11, paragraph 5. Competent men and women united in common endeavor to attain common goals and devoting their minds and energy wholeheartedly to the work at hand will make commendable progress despite faults in the organizational structure within which they work. Such faults, however, hamper their work. Correction of the faults will make their efforts more effective. The Advisory Committee has found Extension Service people quite generally to be the kind of people above described. Some hampering organizational faults have been noted.

8. Chapter 6, page 1, part of paragraph 1. It is a pleasure to express the view that among the present-day personnel there is generally and clearly evident the same high degree of dedication to work and of zeal in its performance that must have motivated the pioneer agents more than four decades ago. Committee studies have been concerned with management systems rather than individuals and in the personnel area of management, some important weaknesses have been noted.

9. Chapter 6, page 5, paragraph 3. Presently, there is no well-organized recruitment program.

10. Chapter 6, page 9, paragraph 4. With respect to the field agent personnel the Advisory Committee regards the pre-service courses now being given at State

College as well worthwhile and the induction courses as very good. On the basis of our field observations, the training work done by the subject-matter specialists and youth leaders is excellent. On the other hand, it is felt that the County Agriculture and Home Economics Agents are not giving as much attention as they should and can to on-the-job training of the Assistant Agents, particularly the approximately 135 such Assistants who have been in the counties less than one year.

11. Chapter 9, page 1, paragraph 7. With reference to relationship with other agencies, the Committee has the following to say: Officials of numerous such organizations have expressed both general commendation of the work of the Extension Service and more specific appreciation of direct educational aid given by the Extension Service to the furtherance of their own respective programs. Excepting only a few minor frictions, all evidence gathered in the county studies indicate harmonious relations and little confusion. So far as this Committee is aware, the Extension Service is at no point impinging upon the work area of any other group. That some of the other Governmental agencies are rather active in the educational field is readily apparent.

MAJOR RECOMMENDATIONS

1. Chapter 3, page 4, last paragraph. It is recommended that a formal, written annual contract or memorandum of understanding be developed between the Director of Extension and each County Board of Commissioners. We agree with this point.

2. Chapter 3, page 6, paragraph 1. It is recommended that the Service hold firmly to its course as an agricultural educational service, maintaining that service at an adequate level, serving suburbia to the extent that it can be served incidentally but by no means moving aggressively into urban and suburban fields. We concur that high priority should be given to rural people, but we ask the committee to recognize that the door cannot be closed to urban people by Extension when they request assistance that Extension is qualified to give.

3. Chapter 3, page 6, paragraph 2. It is recommended that offices be moved out of congested areas. We agree with this recommendation.

4. Chapter 3, page 7, paragraph 1. Although this paragraph leaves the door open for future increases, its general tone is that the Extension Service is large enough. Only a short comment will be included here but we will be glad to discuss it with you. We did not expect the Committee to recommend an increase in state appropriations. The value of Extension work is recognized, however, throughout the report. In several places, it is suggested that Extension should work with more families on a more intensive basis. Reducing the time involved in reporting and similar work will save some time but will certainly not make it possible for Extension to expand to a marked degree either the number of families assisted or the degree of intensity of assistance given each family. We feel that a realistic approach would be for the Committee to recognize that expansion of the Extension Service should take place when it will bring good results. At the same time, consideration for expansion should be left

to the appropriating bodies, who must consider possible returns from public funds devoted to Extension as well as to public schools, roads, and a host of other public activities. Our main thought is that what is adequate or proper today may be very inadequate tomorrow.

5. Chapter 4, pages 5 and 6, last paragraph on page 5 and first paragraph on page 6. It is recommended that the project agreements be reduced in number and simplified. We are in agreement with this.

6. Chapter 4, page 6, paragraph 4. The Committee recommends that there be permanent advisory committees in each county with not more than 15 members. We are in basic agreement with this recommendation. We do feel that the word "15" is unduly restrictive. Some counties have over 20 townships and it might be highly desirable to have each township represented, along with business and commercial interests. We repeat that we are in fundamental agreement with the basic idea of small committees in this recommendation but would simply like to see the limitation of 15 members removed.

7. Chapter 4, page 7, paragraph 2. It is recommended that Extension personnel not hold offices in any private agricultural organization. We are in agreement with this point.

8. Chapter 4, page 7, paragraphs 4 and 5. It is indicated that Agricultural Extension is clearly entitled to priority over Home Economics. It is further recommended that the scale should be tipped more heavily in the direction of Agricultural Extension than at present. We are not disagreeing with the principle that agriculture should receive a larger share of the total budget than Home Economics. The wording, however, infers that agriculture is more important than Home Economics. It also infers that there is competition between the fields. We suggest that the report simply include a statement of principle that in the future a higher percent of the budget should be devoted to income generating work. This work may be done by either men or women.

9. Chapter 4, page 7, paragraph 5. It is stated that there is no justification for a staff member whose principal functions are serving as an Executive Secretary of the Home Demonstration Clubs. We agree in principal with this recommendation. At the same time we would like for the Committee to recognize that some time will be required in making the necessary arrangements for having the Home Demonstration Clubs stand on their own feet, including an Executive Secretary.

10. Chapter 4, page 7, paragraph 6. It is recommended that less attention be devoted to related subjects by the Extension Service. We accept the Committee's judgment that major priority should be given to the fundamentals of Home Economics. We feel that a clearer definition is needed of "related subjects" as well as the field of Home Economics education. This will automatically do much to clarify this point.

11. Chapter 4, page 9, paragraph 2. There are three specific recommendations concerning Rural Development. We are in agreement with these recommendations.

12. Chapter 4, page 9, paragraph 4. It is recommended that Special Needs agents be discontinued. We are in disagreement with this statement on several grounds. Conditions are not yet normal in the hurricane damaged counties. It is impossible for farmers to recover from complete loss of one year's production in a single year. Much more important, when the project was proposed, there were two phases. The first was to help alleviate immediate hurricane damage. The second, and more important, was to develop long-range farming systems which would make the farms less susceptible to hurricane damage. For example, more crops which could be harvested in the spring might be grown. It is impossible to get such changes made in a short period of time. We proposed that the agents be employed for three years. They are now working in their second year. We propose to discontinue the work at the end of the third year, which will be June, 1958.

13. Chapter 4, page 10, paragraph 5. It is recognized that the Challenge is not a program entity. We are in agreement with this point. We would suggest a change in editing in the first sentence of the following paragraph. This sentence indicates that extremely good working relations have been secured throughout the state and leaves the implication that nothing further needs to be done on coordination. While working relations are good in most counties, they could be improved substantially in some counties, and probably improved to at least a limited degree in all counties. Also it needs to be recognized that securing and maintaining coordination is a continuing challenge.

14. Chapter 4, page 10, last paragraph. It is recommended that all Extension agents not attend all County Council meetings. We are in agreement with this recommendation.

15. Chapter 4, page 11, paragraph 2. It is recommended that the specialists employed to service the Challenge program be discontinued. We are not specifically objecting to this recommendation but would like to discuss the matter further with the Committee.

16. Chapter 4, page 11, paragraph 3. It is recommended that the Board of Farm Organizations and Agencies define its objectives and procedures. We are in agreement with this recommendation.

17. Chapter 5, beginning on page 11 and continuing through balance of chapter. There are a number of specific recommendations. Our general reaction to the changes are summarized as follows: We are in basic agreement with the proposed top echelon of the organizational chart. We accept the principles that management should be centralized in a single person and that other top level persons should be free to spend essentially full time on program formulation and execution. The proposal of three Assistant Directors is agreeable. Also, we are heartily in agreement with employing a Personnel Officer and a Budgets and Accounts Officer



to work with the Assistant Director in Charge of Administrative Management.

With reference to the District level, it was recognized on page 19, that it may be necessary to employ six additional persons as District Directors. We feel that this is essential. In spite of relieving the present District people of some of their responsibilities with regard to personnel, it is recognized that much more needs to be done in the way of program supervision. We propose the following specific changes at the District level: That six additional persons be employed who will be called District Directors, and that the titles of the Home Economics Leaders and Youth Leaders be changed to Supervisors corresponding with the title Agricultural Supervisor.

At the County level, we would suggest that the youth agents be deleted. It has been our policy in North Carolina and most of the other Southern States not to have agents designated as youth agents even though some of our Assistant Agents spend a major share of their time working with 4-H Clubs. We will be glad to give reasons for this. There are several problems involved in naming County Directors which we would like to discuss with the Committee.

In basically accepting the organizational chart of the Committee, we would ask that the Committee recognize that it may not be feasible to put all phases of the chart into operation immediately. Specifically, no action should be taken until the Administration has time to develop specific job descriptions for District Directors, County Directors, and other personnel in the chart. Further, we would ask the Committee to recognize that every individual is involved in the reorganization and that there must be time for explaining and for securing basic acceptance of the chart. We also ask the committee to recognize that operation of a program with and for Negroes creates a number of difficult situations at the present time. Many of them have not been considered by the committee and we have no criticism of this. We are simply indicating a major area which must be dealt with.

18. Chapter 5, page 17, last paragraph. It is recommended that the name of Home Demonstration Agents be changed to Home Economics Agents and that the Farm Agents titles be changed to Agricultural Agents. We are in basic agreement with this recommendation.

19. Chapter 5, page 18, paragraph 1. It is recommended that the Director and Assistant Directors stay in closer touch with the field. We are in agreement with this.

20. Chapter 5, page 19, paragraph 1. It is recommended that special training be provided for District Supervisors. We are in agreement with this.

21. Chapter 5, page 21. It is recommended that both the degree of specialization and the number of Home Economics Specialists be reduced. We are in disagreement with this point. Home Economics is a very broad field. It is impossible for one person to be well-versed in all phases of it. It is necessary that there be competent specialists with adequate training to provide training to agents and to provide program direction. We are not arguing that the present number of departments must be maintained. We do believe, however, in the principle that the Home Economics Specialists must operate in specialized fields. We feel that the recommendation that the number of Home Economics Specialists be reduced is inconsistent with several other major conclusions of the Committee. The Committee recommends that the Home Agents spend more time working with individual families and less time with the organized clubs. This will mean that the agents must be better trained. It was also indicated that all agents need to be better trained for their existing work. We count on the specialists to provide the necessary training in addition to providing program leadership. We feel that the door should be left open for an increase in the number of Home Economics' Specialists when and if they can be justified.

22. Chapter 6, page 9, paragraph 5. It is recommended that the County Agents and Home Demonstration Agents do more training of Assistant Agents. We are in agreement with this point.

23. Chapter 6, page 10, first three paragraphs. It is recommended that the state support the training of workers when a need is demonstrated. We are in agreement with this recommendation.

24. Chapter 6, page 10, paragraph 7. It is recommended that the job classification system be developed. We are in agreement with this recommendation.

25. Chapter 6, page 11, paragraph 2. It is recommended that there be formal annual appraisals of Extension Service personnel. We are in agreement with this.

26. Chapter 6, page 11, paragraph 6. It is recommended that the state pay moving expenses of personnel moved for convenience of the Service. We are in agreement with this recommendation.

27. Chapter 7, page 10, paragraph 5. It is suggested that the formula for negotiating County contributions be substantially revised. We are in agreement with this recommendation.

28. Chapter 8, page 5, makes several specific recommendations concerning Annual Plans of Work. We are in agreement with these recommendations.

29. Chapter 8, page 6. This page makes several recommendations concerning the work reporting system. We are in agreement with these recommendations.

30. Chapter 8, page 7, paragraph 4. It is recommended that the USDA provide more help in administrative management to the State Service. We are in agreement with this recommendation.

31. Chapter 8, page 8, paragraph 1. It is recommended that the cost of buildings at Raleigh and A. & T. College be included in the Extension Service budget. We are in agreement with this point.

32. Chapter 8, page 8, paragraph 3. It is recommended that the number of object classifications in the Extension Service be reduced. We are in agreement with this recommendation.

33. Chapter 8, page 9. There are a number of recommendations concerning the Extension Service budget. One of the major ones is that a program budgeting system be installed. We are in agreement with the recommendations concerning budgeting. We doubt that inefficiencies in this area can be solved entirely within Extension.

34. Chapter 8, page 10, last paragraph. It is recommended that the procedure for securing out-of-state travel be simplified. We are in hearty agreement with this point.

35. Chapter 8, page 13, paragraph 3. It is recommended that in the mass media work more definite focus be brought on high priority features of Extension work through better planning and top-level direction. We are in agreement with this recommendation.

36. Chapter 9, page 2, paragraph 3. It is recommended that Marketing Act projects of the three agencies involved in marketing be reviewed at a high level of State Government to prevent duplication of effort. We are in basic agreement with this recommendation. We would hope, however, that the Committee would recommend some machinery which would work quickly and smoothly. We are currently involved in much red tape in simply clearing budgets. If we get into the matter of clearing programs with some central authority, the red tape could become unbearable. We will be glad to discuss this with the committee.

37. Chapter 9, page 5, paragraph 2. We are not objecting to the recommendation that \$68,000 of the Department of Conservation and Development funds be transferred to Extension. At the same time we would like for the Committee to make it clear that Extension was not asking for this. This is a matter of State Government and should be handled at that level.

38. Summary, page 1, number 2. It is recommended that the Extension Service take the lead in developing a master plan for agriculture. We are not disagreeing with this recommendation. We do ask the Committee what is meant by a master plan for agriculture? Also, what is the philosophy back of such a plan?

39. Summary, page 8, paragraph 3. It is recommended that a State Advisory Committee to Extension be established. We agree with this.

5. Chapter 3, page 2, paragraph 2. What does the word "assent" mean, does it give the Director control over purposes for which funds are used? We would like the Committee's judgment on this matter.

6. Chapter 3, page 2, Section I-C of the Memorandum of Understanding. It is stated in Chapter 7 that the State is under no legal, moral, or ethical obligation to accept Federal funds. We raise the question later in connection with Chapter 7, but we ask your judgment at this time as to whether this section of the Memorandum of Understanding does not at least morally, ethically, and perhaps legally bind the State to accept whatever funds the Congress might make available for programs nationwide in scope.

7. Chapter 3, page 3, last paragraph. Is the term "periodic audit" correct? This leaves the impression that the only contacts with the Federal Extension Service is the Annual Audit of funds. Actually, we are in constant contact with the Extension Service on matters relating to budgets and programs.

8. Chapter 4, page 4, second paragraph. It is indicated that the Turkish Tobacco Project is active in all counties west of Wake. This is not true. It is not active in over half of the counties west of Wake.

9. Chapter 5, page 3, paragraph 11. The paragraph as written indicates that the Director appears before the Board of Higher Education to present the Extension Service budget and before Appropriation Committees of the Legislature. Actually, the Director appears before the University Administration and with them appears before the Board of Higher Education and Legislative Committees.

10. Chapter 5, page 8, table enumerating Extension employees. We suggest that the 6 specialists be taken out of this table. This obviously refers to the 6 forestry specialists located in counties. They are considered as specialists and are included in the tables which follow giving the number of specialists and financial support for specialists.

11. Chapter 5, page 14, and 15. We would suggest that a black dotted line run from the Assistant Director for Administrative Management to the

College Department Head. Also, would it not be simpler and just as meaningful to use only black lines or green?

12. Chapter 5, page 19, 3rd paragraph. We would suggest that the last sentence in this paragraph be deleted. We feel that this statement is entirely out of place. If six District Directors are needed, we feel that they should be provided. A blanket statement should not be made that they should be secured by sacrificing Subject Matter Specialists or other positions without any judgment as to whether specific positions are needed.

13. Chapter 5, page 20, paragraph 7. We suggest that this sentence be deleted which indicates that specialists were added through opportunism rather than on justifiable needs. Why put a cynical statement in front of the statement that there is no evidence of imbalance of staffing among the major branches of agriculture. We feel that we can demonstrate that specialists have been added in areas of demonstrated need and that funds have never been adequate to meet many needs in which returns in progress or more specifically in income, would far exceed costs.

14. Chapter 6, page 9. We would suggest that one additional In-Service Training activity be added. Twice each year the District Supervisors of all agencies meet for two days to review research findings. This is a very worthwhile In-Service Training activity.

15. Chapter 6, page 10, paragraph 6. Here again the term 1100 workers is used. We feel that this should be qualified by showing the number of white, Negro, professional and clerical workers, or just use the No. of professional workers.

16. Chapter 6, page 11, paragraph 1. We feel that the sentence which indicates that a high-school graduate might do a better job with the Extension Service than a Ph. D. should be eliminated. Certainly there are isolated examples where this might be true. It is certainly not true as a

general rule. Also, the statement would discourage In-Service Training of existing staff members.

17. Chapter 7, page 2, paragraph 5. It is stated bluntly that the State is under no legal, moral or ethical obligation to accept Federal funds that might be made available. We feel that this statement is incorrect. We feel that we are legally obligated by the Memorandum of Understanding to accept Federal funds appropriated to carry out the National program in North Carolina. This is a question for the lawyers to determine; however, there is no question in our minds that there is a moral obligation to accept these funds. There are several grounds upon which we base this belief. To use a specific example, the recent increases coming to Research and Extension from the Federal Congress are based on the belief that through advance in Research and Education, it will be possible to substantially reduce in the years to come the money that the Federal Government is spending to subsidize agriculture. We would question whether the State should not accent to this worth-while objective since the Federal funds being spent for subsidy partially come from our State. Further, our Congressmen help get the Federal funds. Should the State Government refuse to go along with the efforts of these people? There are other points which we will be glad to bring out in the discussion.

This is a point of major importance. We ask for committee judgment in principle on this matter. Is the matter really as simple as saying either yes or no?

18. Chapter 7, page 3, paragraph 1. It is stated that it should be recognized that the money which the Federal Government makes available must come from the taxpayers and that North Carolina's share of the tax burden constantly grows. While this is true, we question whether such a statement is appropriate in a study of Extension. After all, Extension should not be asked to bear the brunt for all Federal Government policies. Putting such a



statement in an Extension Service appraisal tends to leave this impression.

19. Chapter 7, page 10, paragraph 7. It is obvious that this paragraph referred to a table which was attached to a Staff Memorandum on the subject. The table was revised before it was included in this report and the remarks do not apply. This is strictly an editorial matter.

20. Chapter 8, page 11, last paragraph. There is a statement made that it would be strange indeed if families given Farm and Home Development assistance did not make more progress than other families. We question why a cynical statement should be made about a well designed study which is seriously attempting to measure the effectiveness of the Farm and Home Development approach. The study will be published and subjected to public scrutiny.

21. Chapter 8, page 11, last paragraph. In the next to the last sentence there is the question as to whether there is any definable limits upon the extent to which it is a proper function of Government to teach farmers and farm families how to manage their farms, their homes, and their lives. It appears that this is a philosophical judgment on the role of Government rather than on the Extension Service and we would question its inclusion in this report. Vast sums of State tax money are appropriated to develop resources other than agriculture.

22. Chapter 8, page 12, paragraph 5. The statement is made that some home economics agents have practically no home contacts with women outside of the Clubs. This statement may be true as there is undoubtedly a wide variety of conditions in the State. We would like for the Committee to recognize and to recognize it in the report that it is a policy of the Extension Home Economics Agents to work with families who are not members of the organized Home Demonstration Clubs. We accept the judgment that more time should be spent with persons who are not members of the Clubs. Also, we accept the judgment on the proper relationship of the Home Economics Agents and the organized Clubs. The statement that we are objecting to does leave the wrong impression of the Service. It is probably based on tendencies and a few isolated cases rather than being broadly true.

23. Chapter 9, page 1, paragraph 4. The first sentence states that the State has its own Department of Agriculture engaged largely in regulatory and service work with emphasis on marketing. We feel that the emphasis on marketing should be deleted. This is actually one of the smaller programs of the Department of Agriculture.

24. Chapter 9, page 1, last paragraph. What is meant when it is suggested that we have a more formal relationship with the Department of Conservation and Development. We are not objecting to this, but we would like to determine what the Committee has in mind.

25. Chapter 9, page 5, paragraph 6. It is stated that a marketing system should be developed which will be operated by private businessmen which will make it possible for the farmers to sell their forest products at the going price. Who is expected to develop these markets? Is this a job for Extension?

26. Summary, Item No. 2. Does the first sentence infer that there has been no planning? Does it mean our planning should be more authoritative? We would like a clarification on what is meant by this section.

27. Summary, page 5, paragraph 3. It is stated that the present relationship of Extension specialists and College Department Heads is desirable and should be continued. We simply suggest that you endorse the idea of this close relationship.

28. Summary, page 6, Item No. 13. In the second paragraph it is indicated that long range planning activities such as Program Projection should be cleared at the top executive level. We would question what responsibility the Board of Trustees might have since the Agricultural Extension Service is a part of the University. Also, unless some well defined channel can be developed, the red tape involved in this proposal might be impossible.

GENERAL IMPRESSIONS FROM READING THE REPORT

We have gathered three major impressions after several careful readings of the report. Although none of these are specifically stated, they are implied in several cases. These are as follows:

1. The Extension Service has been examined and is found to be doing a good job. Numerous specific recommendations for improvement are offered. At the same time, it must be recognized that the Service has been critically examined and not found to be wanting in terms of energy, dedication, and effectiveness.

2. There is a general overtone throughout the report that the Extension Service is large enough. It is stated that the number of traditional Extension workers is sufficient and that expansion should be considered only on the basis of special needs and problems. In several other sections it is recognized that there is need for additional workers, for example, marketing specialists. At the same time, it is recommended that these additions be secured by curtailing other work.

We strongly object to this general overtone that Extension should never grow. We further question whether the Committee is in a position to pass a judgment on this point unless a companion study was made of all other agricultural agencies, both State and Federal, and possibly other State agencies. Assuming that it might be found that Extension was doing a better job than a considerable number of other agencies, it might be deemed quite wise to expand Extension at the expense of other agencies; or a critical examination of need might indicate that Extension and other agencies should be expanded. We repeat that we would not consider it necessary or wise for the Committee to recommend an expansion; at the same time, we strongly feel that the overtone indicating that Extension should never expand be edited and that further needs publicly judged set the pattern.

3. There is a strong trend toward more centralization throughout the report. This is recognized in the organizational chart. More specifically, it is recognized

in the suggestion that a master plan for agriculture is needed. The suggestions on relationships with County Commissioners is another good specific example. This raises a philosophical question on education. In general, we have felt that there is much strength in widely shared initiative and responsibility. At the same time, we agree to the need for strong leadership and programming.