

4
A STUDY OF RECEPTION PROGRAMS IN FIVE
NORTHWEST KANSAS COUNTIES

by

HENRY PAUL GRONWOLLER

B. S., New Mexico State University, 1952

A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

Department of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1961

TABLE OF CONTENTS

823

INTRODUCTION.....	1
REVIEW OF LITERATURE.....	2
Extension Organization.....	2
Situation in Kansas.....	4
Extension Programs in Kansas.....	5
Extension Programs for the Future.....	8
Problems.....	14
The Imbalance.....	15
Theoretical Frame.....	18
A STUDY OF THE SIMILARITIES OF FIVE LONG-TIME EXTENSION PROGRAMS.....	20
Comparisons of the Program Outlines.....	20
Comparisons of the Problems.....	22
Comparisons of the Objectives.....	24
Comparisons of the Solutions.....	25
SUMMARY AND CONCLUSIONS.....	32
RECOMMENDATIONS.....	34
ACKNOWLEDGMENTS.....	35
REFERENCES.....	36

This study was concerned with five long-time county agricultural extension programs in an effort to tentatively determine similarities of those programs, and to suggest possible improvements to benefit future program planning. The five county programs analyzed were those of Norton, Graham, Cheyenne, Ellis and Ness counties. These Northwest Kansas counties are considered to be similar in climate, rainfall, topography, and temperature. They are adapted to the production of wheat, sorghums and general livestock.

The procedure used in this study was to compare the programs by the following: (1) the general outline, (2) the problems as outlined in the programs, (3) the objectives, (4) the solutions to the problems, (5) the recommended methods for program projections.

The Kansas Agricultural Extension Law outlines the duties and responsibilities of the County Agricultural Extension Councils. In part, the extension law states:

It shall be the duty of said Agricultural Extension Council to plan the educational extension programs of the county...for the sole purpose of the giving of instruction and practical demonstrations in agriculture, home economics and 4-H club work to all persons in the county, and the imparting to such persons of information on such subjects through field demonstrations, publications or otherwise.¹

The county Agricultural Extension Council is composed of three members from each township and city not a part of a township. One of the three members is elected to represent agriculture, one to represent home economics, and one to represent 4-H club work. The agricultural representatives form the agricultural advisory committee which is responsible for planning the county agricultural program.

¹This report is concerned only with the agricultural part of the programs. The program also contained the long-time programs for home economics and 4-H club work.

A similarity comparison was conducted on the general outline of the programs. Each program contained statements concerning the introduction to the county, the general situation in the county, the enterprise situation, the problems, the objectives, and solutions to the problems. Three counties listed the task committees whom had responsibilities toward planning the programs. Other than the two programs which lacked the task committees the general outlines were similar.

As was anticipated the problems recognized by the councils were very similar. The problems differed only in terminology. By reclassifying the problems into "common" areas, 10 primary problems were identified in the counties and were summarized as follows:

- (1) A large number of inefficient small sized farms;
- (2) Insufficient capital hinders their adjusting into an economic unit;
- (3) The type of climate limits their diversification;
- (4) Poor management underlay most of their problems;
- (5) Many farmers were reluctant to change because of additional debts, increased costs, lack of knowledge to install better enterprises, and their hesitance to accept speculative enterprises;
- (6) Numerous farmers lacked farm records for analysis of their businesses;
- (7) Small farm units have a less desirable and uniform product to market;
- (8) Inefficient livestock programs;
- (9) Many farmers were not obtaining optimum use of the resources available for their use;
- (10) A lack of soil and water management was considered serious in all the programs.

A STUDY OF EXTENSION PROGRAMS IN FIVE
NORTH-EAST KANSAS COUNTIES

by

HENRY PAUL GRONWOLLER

B. S., New Mexico State University, 1952

AN ABSTRACT OF A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

Department of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1961

INTRODUCTION

This study was concerned with five long-time county extension programs in an effort to tentatively determine similarities of those programs, and to suggest possible improvements to benefit future program planning. The five county programs analyzed were those of Norton, Graham, Cheyenne, Ellis, and Ness counties. These northwest Kansas counties are considered to be similar in climate, rainfall, topography, and temperature. They are adapted to the production of wheat, sorghums, and general livestock.

According to law, County Agricultural Extension Councils are responsible for planning the county extension programs including the agricultural program, home economics program, and 4-H club program. This study is confined to the agricultural program.

There was no available information indicating that any similar comparisons of extension programs have been undertaken.

The purpose of this study was to compare similarities; however, other areas for study may be suggested. If the programs appear similar in certain aspects, this study might be beneficial to other counties in their program projection. If the programs are dissimilar, then some of the counties might have features which might be applicable for program projection in other neighboring counties.

The procedure used in this study was to compare the following: (1) the general program outline, (2) the problems as outlined in the programs, (3) the outlined objectives, (4) the solutions to the problems, and (5) the recommended methods for program promotion.

In preparing for this study, it was important to obtain sufficient knowledge and understanding of the following: (1) the five programs as

prepared by the counties, (2) the purpose of program projection, (3) the nature of extension programs on a national, state, and county level, (4) the nature and scope of the current agricultural problems, (5) the processes of organized groups, (6) the importance of local participation, and (7) promoting an extension program. Numerous books, bulletins, leaflets, and circulars were studied in an effort to carry out the purpose of this report. A list of these reference materials follows this report.

REVIEW OF LITERATURE

Extension Organization

The Philadelphia Agricultural Society, organized in 1785, was the beginning nationally of an effort to provide an agricultural educational program for the people. The Philadelphia Agricultural Society was the stepping stone to many other organized agricultural agencies--namely, the Farmers Institute, the Department of Agriculture, the land-grant colleges, the experiment stations, and the cooperative demonstrations. The State of Kansas, within a period of fifty years from 1863 to 1912, made great progress toward establishing an agricultural educational program. Kansas established its agricultural college in 1863 and held its first farm institute in 1868. Evidently the need for research and information increased, and, as a result, the first experiment station was established in 1887. It was followed by the first county agricultural education agency, the County Farm Bureau, which was organized in 1912. In 1914, the Smith Lever Act was passed by Congress. This act created the extension service and provided financial assistance to those states desiring the service. The Kansas Legislature, in 1951, revised the Farm Bureau Law, and by means of this revision, extension

became a cooperative endeavor between the County Extension Council and Kansas State University.

The Kansas Agricultural Extension Law outlines the duties and responsibilities of the County Agricultural Extension Councils. In part, the extension law states:

It shall be the duty of said Agricultural Extension Council to plan the educational extension programs of the county ... for the sole purpose of the giving of instruction and practical demonstrations in agriculture, home economics and 4-H club work to all persons in the county, and the imparting to such persons of information on such subjects through field demonstrations, publications or otherwise.¹

The County Agricultural Extension Council is composed of three members from each township and each city which is not a part of a township. One of the three members is elected to represent agriculture, one to represent home economics, and one to represent 4-H club work. The three kinds of groups compose the County Extension Advisory Committees--the Agricultural Advisory Committee, the Home Economics Advisory Committee, and the 4-H Club Work Advisory Committee. From the extension council, a nine member executive board is elected. The purpose of this board is to be responsible for the extension office, extension personnel, and the general administration of extension activities throughout the county.

It is recognized that the objective of planning is to obtain the optimum use of resources. It seems the Cooperative Extension Service accepted this challenge when it outlined in the Scope Report the "scope and responsibilities

¹Handbook for County Extension Councils, Cooperating with Kansas State University, Manhattan, Kansas, 1959, p. 14-15.

of the Cooperative Extension Service."¹ This report is a guide which encompasses all areas of extension teaching. The program areas emphasized for agriculture are of the following nature: (1) efficiency in agricultural production, (2) efficiency in marketing, distribution, and utilization of agricultural products, (3) conservation, development, and use of the natural resources, and (4) management on the farm and in the home. These statements of the scope and responsibilities for extension work provide a guide from which the State Cooperative Extension programs were developed. The Kansas Scope Report includes the teaching areas as outlined with modifications which are applicable to this state.

Situation in Kansas

Changes that have occurred in agriculture since World War II are phenomenal. Production per acre and per animal unit has increased 12 percent and output per man on the farm has increased 85 percent. Production per unit of output has been the result of increased efficiency. Production per man is largely due to the substitution of capital for labor. A comparison of the Farm Management Association records shows the explosion which is occurring in Kansas agriculture. Capital managed by the high 25 percent of operators in association number 3 (Southwest) was \$94,775 in 1950 and \$185,480 in 1953. In Southeast Kansas the increase in capital managed has increased 23 percent

¹Scope Report is the name commonly used for this publication, A Guide to Extension Programs for the Future, published by the Agricultural Extension Service, North Carolina State College, for the various agriculture extension services and U. S. Department of Agriculture. The Scope Report is a group of statements outlining the scope and responsibilities of the Cooperative Extension Service. It was originally prepared by fifty-one State and Territorial Cooperative Extension Services and the Federal Extension Service.

in the same period.

At the present rate of decrease in the number of farms there will be about 75,000 farms in Kansas in 1975. The commercial farmer then will be a big businessman associated with other big business. He will be a capitalist employing both capital and labor. He will be competent, confident, and influential. His family interests, conveniences, and nearness to the larger social centers will determine his place of residence.

As early as 1954 commercial farmers in the higher income brackets (43 percent of all Kansas farms) operated 90 percent of the irrigated land, 77 percent of all cropland, and 72 percent of the native pasture. They sold 90 percent of all corn, wheat, and grain sorghums. They sold 78 percent of all livestock and livestock products that went on the market.

There will still be seasonal workers, subsistence farmers, and part-time farmers on the way out or on the way up the full-time operator ladder. But the rural society will be stratified in a manner similar to urban society today.

Farm organization groups will be incorporated groups devoted to production, distribution, sale, and profit in which the individual operator and farm worker will have little influence, but without which he will be unable to earn a living in agriculture or agri-business.¹

Extension Programs in Kansas

Following the national formulation and adoption of the scope and responsibilities of extension services throughout the nation, Kansas recognized its

¹"A Changing Scene." A Guide to Extension Programs in Kansas, April, 1960, Extension Service, Kansas State University, Manhattan, Kansas. 1956, p. 3.

opportunities in line with the nine areas of the program as outlined by the National Extension Committee of Organization and Policy.¹

This report is limited to the first four areas of the program which are: (1) efficiency in agricultural production, (2) marketing, (3) efficiency in distribution and utilization, and (4) management. The following is the outline of extension's scope and responsibilities for Kansas.

Extension's Scope and Responsibilities.

1. Explain the technological developments of research to the farm people of Kansas.
2. Stress the importance of increased efficiency of production and present information to the farmer on methods that will reduce the costs of production.
3. Provide information that will aid the farmer in decision making relative to alternative farm enterprises and land use.
4. Strive to increase the farmer's knowledge of economics and provide him with a working knowledge of sound business and production management principles.
5. Become fully acquainted with all of the agricultural services, both private and public, and aid the farmer in making use of these services.
6. Try to instill in the farmer the quality concept in production of agricultural products.

¹The National Extension Committee of Organization and Policy began a systematic analysis of the scope and responsibilities of extension when fifty-one State and Territorial Cooperative Extension Services and the Federal Extension Service met in 1958.

7. Be alert for problems that should be solved by research and request that such research be undertaken.¹

Marketing Responsibilities.

1. To assist farmers with their marketing decisions, involving assistance with what, when, where, and how to market.
2. To assist marketing firms with their marketing problems by providing research findings and factual information for improving efficiency in the marketing firms.
3. To assist consumers with their marketing decisions as to what, when, where, and how to buy.
4. To improve the marketing structure or system whereby each segment of the marketing system operates efficiently.

Use, Development, and Conservation Responsibilities.

1. Identify the natural resources.....and man's esthetic and spiritual dependence on the natural resources.
2. Understand their distribution and extent.
3. Recognize the problems of resource management to better understand the economics of resource use.
4. Understand the interrelationship of natural resources wherein every resource depends upon every other resource.
5. Recognize the numerous other intangibles forthcoming from the natural resources.
6. Know what is being done in resource conservation, and the continuing nature of this job.

¹4. Guide to Extension Programs for Kansas, Extension Service, Kansas State University, Manhattan, Kansas, April 1960. LF56, p. 4.

7. Understand the individual's role in the conservation job.
8. Become skilled in resource management.

Management Responsibilities.

1. Recognize the family as the decision making body.
2. Families should know the management process.
3. Families should seek help when it is to their advantage.
4. To train extension personnel in the management process.
5. To assist families for maximum satisfaction from a minimum use of resources--human as well as natural.
6. Extension is to provide the type of help needed.

Extension Programs for the Future

In 1958, leading extension personnel from fifty-one state and territorial Cooperative Extension Services began a systematic analysis of the "scope and responsibilities"¹ for the Cooperative Extension Services throughout the nation. The purpose of the report was to outline the future responsibilities which would encompass all areas of extension teaching. Of the nine areas, four which are applicable to the agricultural phase of farming are: (1) increased efficiency of production, (2) marketing, distribution and utilization of farm products, (3) conservation, wise use and development of natural resources, (4) management on the farm and in the home.²

The Scope Report outlined the extension's responsibilities by first

¹A Guide to Extension Programs for the Future, July, 1959. This publication, better known as the Scope Report, was prepared to outline the scope and responsibilities of the Cooperative Extension Services.

²Ibid., p. 4-23.

citing the situation; second, the extension's objectives; and third, the benefits.

Increased Efficiency of Production. Situation.

1. Surpluses continue to create difficulties.
2. Marketing methods and structures are changing at an increasing pace.
3. Consumer preferences are shifting.
4. Competition is arising from other segments of the economy for land, labor, and management.
5. Capitalization requirements are higher.
6. Adjustments are becoming necessary in farm unit size and in such organizational matters as degree of specialization.
7. Government programs pose special requirements.
8. Opportunities and needs for off-the-farm employment are growing.
9. Problems are arising in fitting production into a pattern of vertical integration.
10. Specialized industries are being created to provide many of the services formerly performed by farmers themselves.¹

Objectives.

1. Emphasize efficiency of production, but not necessarily increased production, as a foremost objective.
2. Improve and expand methods of dealing with the farm as a unit.

¹ibid., p. 6.

3. Help farmers in using services of governmental and private agencies in the planning of farm operation.
4. Assist farmers in their efforts to adjust production to demand.
5. Work with both youth and adults.
6. Make wider use of demonstrations, mass media, subject matter conferences, and individual assistance.
7. Expand educational activities with general organizations of farmers, homemakers, youth, and community groups.
8. Work with all of the groups concerned with the business of agricultural production.¹

Benefits. Efficiency in agricultural production can increase satisfaction to both the producer and the consumer by:

1. Help bring the farmer an adequate return for land, labor, management and capital invested.
2. Help assure the consumer of an adequate supply of quality agricultural products at economical prices.
3. Contribute to a strong agricultural and national economy that can bring continually rising levels of living for all the people of the nation.²

Marketing. Situation.

1. Marketing methods and structures are changing at an increasing pace.
2. Many different types of firms are involved in agricultural marketing.

¹Ibid., p. 6.

²Ibid., p. 7.

3. Farmers generally have little influence upon the marketing of agricultural products beyond the first sale.
4. Lack of communication back to the farmer of consumer preferences.
5. Failure of farmers to adjust production to demand.

Objectives.

1. Maximum return from expenditures made in the marketing of farm products.
2. An expanded market for farm products.
3. Better understanding of the marketing process.¹

Benefits.

1. Increased efficiency of marketing agricultural products will result in more profits to the farmers.
2. Will increase the quality of product to the consumer.
3. Will provide a cheaper product to the consumer.
4. Will facilitate the making of adjustments necessary for keeping production in line with consumption.

Conservation, Wise Use, and Development of Natural Resources. Situation.

1. Reluctance of farmers to apply conservation practices for the purpose of controlling water and wind erosion.
2. Soil fertility is being depleted at an alarming rate.
3. Contour farming is being applied only on 24 percent of the land that needs it.
4. Stubble mulching is being applied only on 30 percent of the land that is appropriate for it.

¹Toid., p. 9.

5. Cover crops are grown on only nineteen percent of the land where they should be used.
6. Lack of knowledge of soil management.

Objectives.

1. To help develop principles and effective systems of land zoning.
2. To assist in reassigning lands to best agricultural use.....
3. To organize and teach systems of soil management.
4. To assist individual farmers and such local organizations as soil and water conservation districts and also watershed areas in developing and carrying out soil and water conservation programs.
5. The need for better grassland management.¹

Benefits. The wealth of a nation depends upon the natural resources available to it, the determination and resourcefulness of its people; and the efficiency with which people conserve and use resources for the common good..... Few resources can be considered an individual's exclusive concern. His actions affect the lives of his neighbors, and the lives of future generations.²

Management. Situation.

1. Rapid changes in technology and the creation of new or improved goods and services.
2. Changes in the relative demand for different products.
3. Increasing substitution of capital for labor.

¹Ibid., p. 16.

²Ibid., p. 11.

4. A general tendency toward larger optimum sizes for farm and business units.
5. An increasing complexity in business organization, in family living, and in community life.
6. Complex factors influencing vocational choices for most young people and even for some adults.
7. Greater use of credit and other "business tools" by the family and by the farm.
8. Uneven rates of economic and population growth among geographic areas.¹

Objectives

1. Identification and clarification of the problem.
2. Appraisal of present and potential resources available for their solution.
3. Suggestion of alternative solutions in the light of resources, technology, and skills available.
4. Analysis of these alternative solutions in terms of probable results.
5. A choice as to the most desirable course of action.
6. Action and the acceptance of risk and responsibility.
7. Evaluation of results.²

Benefits.

1. Optimum use of skills and abilities of farmers.

¹Ibid., p. 22.

²Ibid., p. 22.

2. Effective use of personal capabilities and talents.
3. A more satisfactory income.
4. Increased security.
5. More freedom from risk and uncertainties.
6. More appreciation of farming as a business.
7. More ease of making adjustments in the farm business.
8. Increased satisfaction from the resources of land, capital, labor and management.

Problems

The cost-price squeeze has resulted in the use of increased investment for farm machinery. Records from the Kansas Farm Management Associations in Northwest Kansas indicate an increase in the machinery investment since 1940 to 1958 of \$1.50 per crop acre, and in the same period the average total acres per farm had increased 999 acres.¹ Trends indicated by these and other changes on the farm are: (1) more capital is being substituted for labor, (2) the use of labor is decreasing while the output per man hour of labor is increasing, (3) larger farm operations decrease the per unit machinery costs by spreading machinery costs over a larger acreage. Since labor is by far the greatest single item of operating expenditures in the variable costs of using farm machinery, any reduction in labor requirements will reduce total costs of operating farm machinery. The increased capacity to till the soil and to plant, cultivate, and harvest crops has naturally tended to

¹C. H. Larson, G. E. Fairbanks, and F. C. Fenton. What it Costs to Use Farm Machinery. Agricultural Experiment Station Bulletin 417, April, 1960. Kansas State University, Manhattan, Kansas. p. 6-7.

increase the size of farms. The need for additional acreage to spread machine ownership costs over more units also has caused farmers to rent or buy more land. This trend is gradual and still in progress.

Modern machines have eliminated many of the labor requirements formerly associated with harvesting wheat, corn, and hay, and other farm work. It is now possible for one man to perform each of these activities. Even baled hay can be stored by one man using a hay baler equipped with a bale ejector to throw the bale from the baler into a trailer. The bales are then hauled to storage where an elevator and conveyor system cause the half-sized bales to fall and be stored at random. No attempt is made to stack the bales. This is just one example of labor-saving techniques being used to cut down labor costs.¹

The Imbalance

The imbalance that currently exists in farming seems to have three main facets.

First, there is a lack of balance among the farms. There are wide variations among farms in the earnings of labor and capital that cannot be accounted for by differences in the quality of non-human resources used. Most well-organized farms of today use much more capital, more land, and less labor than in previous periods. These farms have made excellent use of the resources and have kept pace with new production methods. However, they constitute a minority of farms. What was an efficient farm in 1950 may now be an inefficient farm. A great many farmers have lagged behind in

¹Ibid., p. 9.

organization, use of resources, and use of new production methods on their farms. This area of imbalance, due to a lack of organization and management, needs to be fully and clearly understood.

Second, there is the impact of agricultural adjustment on social institutions. The social impacts of adjustment are found in two broad areas. One area includes the individuals remaining in farming and the rural community itself. The other includes those leaving farming and settling in an urban area. We need to consider such factors as individual and family satisfactions, participation in community activities, welfare problems, delinquency, and improvement in real income. Attention also should be given to the impact on schools, marketing institutions, farm suppliers, water and sewer services, police and fire protection, churches, and taxes in both the old and new social situations.

The third consideration and the one to be developed more fully is the imbalance between the level of total output and the demand for farm products. Because of this imbalance, many farmers cannot sell their products at a price which covers their costs and returns an income somewhat comparable with the income received for similar labor effort and management ability in other segments of the economy. Rising costs of production, excess supplies of farm commodities (CCC stocks), and low real incomes to many farmers indicate the acute nature of the problem.

The imbalance arises because the adjustment made in the use of resources in farming has lagged behind changing supply and demand conditions. Three main factors seem to contribute to the imbalance.

1. The rapid adoption of new production methods or technology has induced a high rate of growth in farm output.

2. The demand for farm products is inelastic, so per capita consumption increases only slightly in times of large increases in consumer purchasing power or low farm prices.

3. The inability of farmers to quickly adjust the supply of products downward in response to low prices.¹

Since the latter half of the 19th century and especially since the late 1920's there has developed an elaborate public program to aid agriculture. With respect to the actual values of society, reflecting the problems and conflicts of interests, is there a real farm problem? Subsequent discussion and data will indicate an affirmative response to this question. For convenience and organizational purposes, it is well to separate the inquiry into three parts; namely, malallocation of resources in agriculture, instability of farm income, and lack of adequate income for many farm families.²

Society's hierarchy of group values, which includes economic values, suggests a list of agricultural objectives. Thus, the agricultural goals are a fundamental and integrated part of economic policy ends and stem from the social desire to help solve the farm problem. The objectives listed by Cohen are as follows:

1. To establish and maintain an efficient utilization (including conservation) of agricultural resources;
2. To alleviate the instability of farm income;

¹Wallace Barr. "The Farm Problem Identified." The Farm Problem, No. 1. One of a series of publications prepared by the National Committee on Agricultural Policy. n.d.

²Leo Cohen. "A Suggested Reformulation of the Objectives of Agricultural Policy." Agricultural Report No. 81, May, 1953. p. 4.

3. To provide a minimum level of living to all farm people.¹

Theoretical Frame

Principle 1. A sound program meets the needs of the people. From the many things that might be done to advance the general aim of Extension, it is necessary to select for Extension's attention currently, and over a period of years, those problems which represent the significant needs and interests of rural men, women, and youth.²

Principle 2. An intelligent plan of action is basic. Once the problems have been identified and the solutions agreed upon, the next phase is to develop a step-by-step procedure for putting the program into order.

Principle 3. Persistent execution of the plan of action is necessary. A well organized written plan of work is recognized as the most effective way to accomplish the objectives outlined in the program.

Principle 4. A continuous evaluation of progress guides the way. Time to time measurement of progress makes possible adjustments in the program to keep it abreast of the progress being made and the new problems arising.

Principle 5. The acceptance and effectiveness of a program is enhanced when the people themselves participate in and are active in planning the program. Active participation by the local people promotes good learning. The people concerned should participate in solving their own problems and the setting of attainable goals.

¹Ibid., p. 13.

²Meredith C. Wilson and Gladys Gallup. Extension Teaching Methods. Extension Service Circular 495, August, 1955. Federal Extension Service. p. 1.

Principle 6. The efforts of a group are enhanced when in advance, the members seek or are provided with the right kinds of information so that they will possess a sufficient quantity of relevant facts on which to base their decisions. The more information known about a subject, the better the decision that can be made. Information and facts can be gained by the use of books, pamphlets, surveys, census data, observation, interviews and experimentation.

Principle 7. The planning and productivity of a group is enhanced when the group or subgroup is task oriented and have attainable goals. Members of a group or committee are more active and reach better decisions when they accept the responsibilities of moving toward a goal and are aware of their purpose.

Principle 8. The accomplishments and efforts of a group are enhanced when the parent organization is divided into subgroups or committees whereby the proportion of time required and amount of work will not become burdensome to the members. The role of committees is in the nature of recommendations or decisions which are subject to the approval or disapproval of the parent organization. The parent organization is responsible for the coordination of the various committee reports, recommendations or decisions.

Principle 9. The committee's efforts are enhanced when the parent organization outlines specifically the committee's purpose, the committee's leader(s), the time allowed for the committee to act and report back, and provide the committee any information that will enhance its purpose.

Principle 10. The promotional part of a program is enhanced when it is directed toward a specific audience and all the teaching tools available

are utilized in such a manner that they compliment each other.

A STUDY OF THE SIMILARITIES OF FIVE LONG-TERM EXTENSION PROGRAMS

Comparisons of the Program Outlines

Programs become more meaningful when, after all the decisions and details are agreed upon, they are put into a written form. Since there was a general procedure recommended in the handbook, a comparison of those procedures used is outlined in Table 1.

The introductions included information concerning the county types of agriculture, number of farmers, information concerning the enterprises and other information which affected the area. Each county program included an introduction which described its particular geographic area.

Many committees were used to develop the programs. Three counties listed the committees and the members serving on them. Graham and Ellis counties mentioned the use of committees without listing the members' names.

The general situation included many pertinent facts concerning the conditions within the counties. Several counties included information obtained from the survey summary. Other information was taken from the census reports and from other locally obtained data.

The program planning areas involved citing the situation, the problems, the objectives, and the solutions of the problems.

Conclusions. The program outlines were all in accord except that two counties did not list the committees and/or committee members.

The outlines included introduction, general situation, enterprise situations, problems, objectives, and solutions.

Table 1. Comparison of program outlines.

	: Norton ¹ : Graham : Cheyenne : Ellis : Ness			
Introduction	X	X	X	X
List of committees	X	X		X
General situation	X	X	X	X
Enterprise situations	X	X	X	X
The problems	X	X	X	X
The objectives	X	X	X	X
Solutions to the problems	X	X	X	X

¹ Norton county program included the solutions within the objectives, the other counties listed the solutions separately.

The outlines were well followed throughout the development of the program.

Comparisons of the Problems

The councils determined the major problem areas by analyses of the situations and assigned priorities to the problems. It was notable that a difference in terminology was used for identifying the problems. A reclassification of all the problems shows that they can all be included in ten areas. Table 2 lists and shows the similarity comparisons of the problems encountered.

As was anticipated, the problems recognized by the councils were very similar. The dairy enterprise was not included in this study. Only one county recognized the dairy problems; however, all the counties indicated that dairying was not adapted to their areas.

Summary. It is indicated by the analyses of the projects, that problems were similar and had been identified by the planning committees. By classifying the problems into "common" areas, they can be summarized as follows and are comparable to Wallace Barr's analysis of the farm problem:¹

- (1) A large number of inefficient small sized farms;
- (2) Insufficient capital hinders their adjusting to an economic unit;
- (3) The type of climate limits their diversification;
- (4) Poor management underlay most of their problems;
- (5) Many farmers were reluctant to change because of additional debts,

¹Barr, loc. cit.

Table 2. Comparison of the problems encountered in the counties.¹

	: Norton : Graham : Cheyenne : Ellis : Ness			
Insufficient size units	X	X	X	X
Insufficient capital to expand	X	X	X	X
Climatic factors	X	X	X	X
Lack of good management practices	X	X	X	X
Reluctance to change	X	X	X	X
Lack of good records and record analysis	X	X	X	X
Inefficient marketing of products	X	X	X	X
Inefficient livestock programs	X	X	X	X
Lack of potential production	X	X	X	X
Lack of soil and water management	X	X	X	X

¹ The problems outlined in the programs were regrouped into these 10 problem areas.

(6) Numerous farmers lacked farm records for analysis of their businesses;

(7) Small farm units have a less desirable and uniform product to market because they are deficient in the requirements of grades, volume and timeliness;

(8) Inefficient livestock programs were evident because weather hazards were a determinant factor for the type of livestock systems adapted in the area;

(9) Many of the farms were inefficient because of their not obtaining optimum use of resources such as seeds, feeds, soil, and moisture;

(10) Lack of soil and water management was considered serious in all the programs.

Conclusions. The problems of the counties were similar and were those common to the problems outlined in the scope report and those identified throughout the nation.

Comparisons of the Objectives

It has been observed that the primary purpose of program projection is to set goals and to attain those goals by the most efficient manner possible. A total of 32 objectives were cited in the five programs. To facilitate the comparisons, the objectives were classified into five categories which are crops, livestock, marketing, management, and conservation.

Table 3 exhibits the objectives as contained by the county programs. Of the 32 objectives, no one county contained all the objectives. This was expected; however, it is significant one program contained 30 of the total objectives or 93 percent, one program contained 28 objectives or 87 percent,

Table 3. Percent of total objectives by counties.

	Number	Objectives*	Percent of total
Norton county	30		93
Graham county	28		88
Cheyenne county	26		81
Ellis county	23		72
Ness county	26		81

*Total objectives of all the counties = 32.

two programs contained 26 objectives each or 81 percent, and one program contained 23 or 71 percent. Table 4 was prepared to show the significant similarities of the objectives. Another important item shown by these tables is that people generally are aware of their local problems and by their planning, the problems can be identified and objectives or goals set.

To further complete the analysis of similarities of objectives, Table 5 was prepared to show the objectives not included by the programs. This table shows that a majority of the objectives were included in a majority of the programs.

In summary, it is apparent that the objectives were very similar throughout the programs. The objectives not included in all the program were of the less significant nature but were applicable to all the counties.

Comparisons of the Solutions

The program analysis previously discussed concerned the similarity and the applicability of the programs to their respective areas. The findings

Table 4. Comparison of objectives by counties.

	: Norton : Graham : Cheyenne : Ellis : Ness			
CROPS				
To increase crop yields	x	x	x	x
by recommended varieties	x	x	x	x
insect and disease control	x	x	x	x
better use of fertilizers	x		x	x
LIVESTOCK				
To increase income from livestock	x	x	x	x
by adapted livestock systems	x	x	x	x
marketing more crops through livestock	x	x	x	x
increased quality of products	x	x	x	x
increased volume	x	x	x	x
increased feed reserves	x	x	x	x
controlling diseases and insects	x	x	x	x
better livestock handling equipment	x	x	x	x
securing better markets	x	x		
herd performance records	x		x	
MARKETING				
To improve marketing of agricultural products	x	x	x	x
by improved quality of products	x	x	x	x
improved storage and handling equipment	x	x	x	x
develop marketing pools (livestock)	x		x	x
develop purchasing pools (livestock)	x		x	x
marketing more crops through livestock	x	x	x	x
assist by finding dependable markets	x			

Table 4. (concl.)

: Norton : Graham : Cheyenne : Ellis : Ness					
FARM MANAGEMENT					
To increase good management practices on the farm	x	x	x	x	x
by increased use of farm records	x	x	x	x	x
more and wiser use of credit	x	x	x	x	x
improved resource use	x	x	x	x	x
improved landlord, tenant relationships	x	x	x	x	x
increased efficiency of production	x	x	x	x	x
increased volume of business	x	x	x	x	x
CONSERVATION OF RESOURCES					
To increase conservation of natural resources	x	x	x	x	x
by increased conservation practices on the land	x	x	x	x	x
reseeding class VI land to grass	x	x	x	x	x

Table 5. Number of objectives not included by the county programs.

Number of programs	:	Number of Objectives
included in all programs	:	18
included in all but one program	:	5
included in all but two programs	:	5
included in all but three programs	:	4
included in all but four programs	:	0

were what one would expect in relation to the designated problems and in the objectives set by the local committees. As the analysis moves into the area of solutions, one significant question needs to be answered. If the committees were aware of their problems and the solutions to the problems, why was program projection important and necessary? Program projection is significant; however, the solutions of the problems are the responsibility of the experiment stations and the research staff. Table 6 indicates that the committees lacked the knowledge to determine the solutions to their problems. A wide variation is noticeable among the 52 solutions mentioned in the programs. Only five like solutions were included in the programs. Many of the solutions are irrelevant to the problems which are listed in the individual programs. A comparison of Tables 2, 3 and 4 supports this observation.

It seems to the author that the local extension councils are responsible for identifying the agricultural problems and needs, but it is the responsibility of the Cooperative Extension Service to provide the necessary leadership and information for determining the solutions for the problems. Thus, the extension specialist and county personnel are challenged by the extension councils to provide the assistance necessary in the quest for a more profitable

Table 6. Comparison of solutions as outlined in the five programs.

: Norton : Graham : Cheyenne : Ellis : Ness					
CROPS					
produce milling quality wheat	x	x			x
use seed treatment for disease control		x		x	
increase use of rates of seeding		x		x	x
increase use of recommended varieties	x	x		x	
planting dates	x	x		x	
increase use of certified seed	x		x		
seed more sorghums on fallow	x		x		
increase roughage production	x			x	
increase the use of pasture management practices	x			x	x
LIVESTOCK					
increase size of livestock enterprises	x		x		x
maintain a good livestock program					
increase food reserves for livestock stability	x	x	x	x	x
increase recommended livestock programs	x	x	x	x	x
produce quality type livestock	x	x	x	x	x
keep adequate livestock records	x	x	x	x	x
increase feed lots on the farms					
increase use of supplemental pastures	x				x
increase understanding of livestock grades	x			x	x
MARKETING					
increase use of marketing information					x
market more feed through livestock	x				x
organize feeder calf purchasing assoc.			x		
organize lamb marketing pools			x	x	x

Table 6. (concl.)

: Norton : Graham : Cheyenne : Ellis : Ness				
MANAGEMENT				
increase volume for efficiency	x		x	
increase wiser use of credit		x		
increase better livestock management	x	x	x	x
increase the use of farm records	x	x	x	x
increase membership in BFL program		x		
increase farm and home long-time planning		x		
assist young farmers			x	
increase use of custom machine hire on small farms				x
increase more economic machine purchases				x
improve landlord-tenant relations	x	x		
CONSERVATION				
reseed class VI land		x		x
increase application of terraces on the land	x	x		
conduct stubble mulch farming demonstrations	x		x	x
encourage watershed developments	x			x
ENGINEERING				
conduct grain drying demonstrations			x	
conduct night classes on machine care				x
increase better welding rod selection				x

Table 7. Comparison of promotional methods.

	: Norton : Graham : Cheyenne : Ellis : Ness		
PROMOTIONAL METHODS			
conduct livestock tours	x		x
secure cooperation of credit agencies		x	x
conduct livestock system demonstrations		x	x
conduct field trips			x
conduct winter educational meeting			x
use crop test plots			
conduct livestock handling equipment demonstrations			
establish BFL demonstration farms	x		x
develop certified producers assoc.			
conduct insect control demonstrations			
conduct summer fallow demonstrations			
conduct strip crop demonstrations			
conduct soil fertility demonstrations (Irrigation farms)			

and efficient agriculture.

A summary of the analyses of the solutions indicates clearly that extension has an important responsibility in providing the solutions to the problems and objectives as perceived by the councils.

SUMMARY AND CONCLUSIONS

There is evidence from this study that extension councils, by the nature of their organization and purpose, are proficient in program projection. This proficiency may vary according to the amount of pertinent information and data available to the members from which their opinions and decisions are derived.

Similar program outlines were followed throughout. Included in the programs were statements concerning the (1) situation and introduction to the county, (2) individual enterprise situation, (3) problems encountered in the counties, (4) solutions to the problems, (5) task committees (two counties omitted a list of the committees).

Ten primary problem areas were encountered within the areas. They had an interrelationship nature and were consistent among the counties.

Thirty-two objectives were determined by the committees. The largest number included by one county was 30 and the fewest was 23.

Among the solutions and promotive methods, variations and inconsistencies were noticeable. The 52 solutions had a scattered and a partial irrelevant nature. By a comparison of the solutions to the problems, it was apparent that the committees were deficient in knowledge and/or methodology to derive effective solutions.

The promotional methods outlined in the programs were also of the nature

describing the solutions. The author's viewpoint is that the promotive methods would be closely related to the solutions.

At this point it can be observed that the local people are aware of their problems and can set their goals but need specialized assistance in determining the solutions to their problems and the methods to promote the program.

A large number of local people and committees are involved in program projection. A list of the committees and participating person's names should be listed in the programs for future reference, for future planning, and in case there is a change of county personnel.

The situations, problems and objectives were consistently similar among the programs.

A noticeable amount of variation and irrelevancy existed among the solutions to the problems and the promotive methods.

There were indications that the participants lacked sufficient knowledge to accurately determine the solutions to the problems.

Many of the solutions were not correlated to the problems or objectives which were set by the committees.

It is the author's opinion that it is not the province of the councils alone to determine the solutions to the problems, but the responsibility of research, experiment stations and the Extension Service. When the answer to a problem is known, then the problem ceases to exist, which in reality decreases the need for program projection.

RECOMMENDATIONS

Include in each program a list of committees, committee members' names, and other participators.

The efforts of the committees would be enhanced when other agricultural leaders are included in the planning process.

When the local people have recognized their problems and established their objectives, specialized assistance should be provided for the process of determining the solutions and methods for the execution of the program. This would require relating the solutions to the problems and objectives, providing the recommended practices for the area, and correlating the parts into a complete functional program. This last statement becomes very important. A change or an adjustment in one enterprise may require the reorganization of part or all the other enterprises.

A complete promotional program, with specialized assistance, should be planned including all the facilities available.

Develop a progress report or an evaluation scheme for guiding the program to its destination.

Other related studies should be made before the recommendations become a valid tool in the process of program projection. There is a need for further study in the following areas of program projection:

- (1) Are such a large number of solutions and problems necessary?
- (2) Can a more simple program be developed?
- (3) How accurate and effective are the annual programs of work which are developed from the long-time programs?

ACKNOWLEDGMENTS

This writer expresses his sincere appreciation to Dr. Wilbur E. Ringler, Assistant Director of Extension, for his valuable guidance and assistance in planning and organizing this study and to Dr. Finis Green, Head of Department of Education, for his attention given to this report. The writer expresses his sincere appreciation and gratitude to his wife, Harriet L. Gronewoller to his sons Paul and David Gronewoller for their contributions and patience.

REFERENCES

Books

- Donahue, Wilma. Education for Later Maturity. n.a. Whiteside, Inc. and William Morrow and Company, 1955.
- Gulley, Halbert E. Discussion, Conference and Group Process. New York: Holt, Rinehart and Winston, 1960.
- Haiman, Franklin S. Group Leadership and Democratic Action. n.a. Houghton Mifflin Company, 1950.
- Kidd, James Robbin. How Adults Learn. New York: Association Press, 1959.
- Knowls, Malcolm S. Informal Adult Education. New York: Association Press, 1950.
- Sanders, Irwin T. The Community an Introduction to a Social System. New York: The Ronald Press, 1955.
- Warren, Roland L. Studying Your Community. New York: Russel Sage Foundation, 1955.

Periodicals

- Barr, Wallace. "The Farm Problem Identified." The Farm Problem, publication no. 1, n.d. Prepared by the National Committee on Agricultural Policy.
- Cohen, Leo. A Suggested Reformulation of the Objectives of Agricultural Policy. Manhattan, Kansas: Kansas Agricultural Experiment Station.
- Guide to Extension Programs for Kansas. Manhattan, Kansas: Kansas State University Extension Service. April, 1960.
- Guide to Extension Programs for the Future. July, 1959. Published by the North Carolina State College Extension Service, for the various Agricultural Extension Services and the U. S. Department of Agriculture.
- Handbook for County Agricultural Extension Councils. Manhattan, Kansas: extension Service. September, 1959.

Government and State Bulletins

Larson, G. H., G. E. Fairbanks and F. C. Fenton. What it Costs to Use Farm Machinery. Kansas Agricultural Experiment Station Bulletin 417. April, 1960.

Hoover, Leo D. Kansas Agriculture After 100 Years. Kansas Agricultural Experiment Station Bulletin 392. August, 1957.

Wilson, Meredith C., and Gladys Callup. Extension Teaching Methods. Extension Service Circular 495. Washington: Extension Service, U. S. Department of Agriculture. August, 1955.

Unpublished Material

Your Guide to Action as a Township Representative. August, 1960. Manhattan, Kansas: Extension Service, Kansas State University.

Your Guide to Planning the Educational Program. 1960. Manhattan, Kansas. Extension Service, Kansas State University.

Table 5. Number of objectives not included by the county programs.

Number of programs	:	Number of Objectives
included in all programs	:	18
included in all but one program	:	5
included in all but two programs	:	5
included in all but three programs	:	4
included in all but four programs	:	0

were what one would expect in relation to the designated problems and in the objectives set by the local committees. As the analysis moves into the area of solutions, one significant question needs to be answered. If the committees were aware of their problems and the solutions to the problems, why was program projection important and necessary? Program projection is significant; however, the solutions of the problems are the responsibility of the experiment stations and the research staff. Table 6 indicates that the committees lacked the knowledge to determine the solutions to their problems. A wide variation is noticeable among the 52 solutions mentioned in the programs. Only five like solutions were included in the programs. Many of the solutions are irrelevant to the problems which are listed in the individual programs. A comparison of Tables 2, 3 and 4 supports this observation.

It seems to the author that the local extension councils are responsible for identifying the agricultural problems and needs, but it is the responsibility of the Cooperative Extension Service to provide the necessary leadership and information for determining the solutions for the problems. Thus, the extension specialist and county personnel are challenged by the extension councils to provide the assistance necessary in the quest for a more profitable

Table 6. Comparison of solutions as outlined in the five programs.

: Norton : Graham : Cheyenne : Ellis : Ness					
CROPS					
produce milling quality wheat	x	x			x
use seed treatment for disease control		x		x	
increase use of rates of seeding		x		x	x
increase use of recommended varieties	x	x		x	
planting dates	x	x		x	
increase use of certified seed	x		x		
seed more sorghums on fallow	x		x		
increase roughage production	x			x	
increase the use of pasture management practices	x			x	x
LIVESTOCK					
increase size of livestock enterprises	x		x		x
maintain a good livestock program					
increase food reserves for livestock stability	x	x	x	x	x
increase recommended livestock programs	x	x	x	x	x
produce quality type livestock	x	x	x	x	x
keep adequate livestock records	x	x	x	x	x
increase feed lots on the farms					
increase use of supplemental pastures	x				x
increase understanding of livestock grades	x			x	x
MARKETING					
increase use of marketing information					x
market more feed through livestock	x				x
organize feeder calf purchasing assoc.			x		
organize lamb marketing pools			x	x	x

Table 6. (concl.)

: Norton : Graham : Chuyenne : Ellis : Ness				
MANAGEMENT				
increase volume for efficiency	x		x	
increase wiser use of credit		x		
increase better livestock management	x	x	x	x
increase the use of farm records	x	x	x	x
increase membership in BFL program		x		
increase farm and home long-time planning		x		
assist young farmers			x	
increase use of custom machine hire on small farms				x
increase more economic machine purchases				x
improve landlord-tenant relations	x	x		
CONSERVATION				
reseed class VI land		x		x
increase application of terraces on the land	x	x		
conduct stubble mulch farming demonstrations	x		x	x
encourage watershed developments	x			x
ENGINEERING				
conduct grain drying demonstrations			x	
conduct night classes on machine care				x
increase better welding rod selection				x

Table 7. Comparison of promotional methods.

	: Norton : Graham : Cheyenne : Ellis : Ness			
PROMOTIONAL METHODS				
conduct livestock tours	x			x
secure cooperation of credit agencies		x		x
conduct livestock system demonstrations		x		x
conduct field trips			x	x
conduct winter educational meeting				x
use crop test plots				
conduct livestock handling equipment demonstrations				
establish BFL demonstration farms	x			
develop certified producers assoc.		x		
conduct insect control demonstrations				
conduct summer fallow demonstrations				
conduct strip crop demonstrations				x
conduct soil fertility demonstrations (Irrigation farms)				x

and efficient agriculture.

A summary of the analyses of the solutions indicates clearly that extension has an important responsibility in providing the solutions to the problems and objectives as perceived by the councils.

SUMMARY AND CONCLUSIONS

There is evidence from this study that extension councils, by the nature of their organization and purpose, are proficient in program projection. This proficiency may vary according to the amount of pertinent information and data available to the members from which their opinions and decisions are derived.

Similar program outlines were followed throughout. Included in the programs were statements concerning the (1) situation and introduction to the county, (2) individual enterprise situation, (3) problems encountered in the counties, (4) solutions to the problems, (5) task committees (two counties omitted a list of the committees).

Ten primary problem areas were encountered within the areas. They had an interrelationship nature and were consistent among the counties.

Thirty-two objectives were determined by the committees. The largest number included by one county was 30 and the fewest was 23.

Among the solutions and promotive methods, variations and inconsistencies were noticeable. The 52 solutions had a scattered and a partial irrelevant nature. By a comparison of the solutions to the problems, it was apparent that the committees were deficient in knowledge and/or methodology to derive effective solutions.

The promotional methods outlined in the programs were also of the nature

describing the solutions. The author's viewpoint is that the promotive methods would be closely related to the solutions.

At this point it can be observed that the local people are aware of their problems and can set their goals but need specialized assistance in determining the solutions to their problems and the methods to promote the program.

A large number of local people and committees are involved in program projection. A list of the committees and participating person's names should be listed in the programs for future reference, for future planning, and in case there is a change of county personnel.

The situations, problems and objectives were consistently similar among the programs.

A noticeable amount of variation and irrelevancy existed among the solutions to the problems and the promotive methods.

There were indications that the participants lacked sufficient knowledge to accurately determine the solutions to the problems.

Many of the solutions were not correlated to the problems or objectives which were set by the committees.

It is the author's opinion that it is not the province of the councils alone to determine the solutions to the problems, but the responsibility of research, experiment stations and the Extension Service. When the answer to a problem is known, then the problem ceases to exist, which in reality decreases the need for program projection.

RECOMMENDATIONS

Include in each program a list of committees, committee members' names, and other participators.

The efforts of the committees would be enhanced when other agricultural leaders are included in the planning process.

When the local people have recognized their problems and established their objectives, specialized assistance should be provided for the process of determining the solutions and methods for the execution of the program. This would require relating the solutions to the problems and objectives, providing the recommended practices for the area, and correlating the parts into a complete functional program. This last statement becomes very important. A change or an adjustment in one enterprise may require the reorganization of part or all the other enterprises.

A complete promotional program, with specialized assistance, should be planned including all the facilities available.

Develop a progress report or an evaluation scheme for guiding the program to its destination.

Other related studies should be made before the recommendations become a valid tool in the process of program projection. There is a need for further study in the following areas of program projection:

- (1) Are such a large number of solutions and problems necessary?
- (2) Can a more simple program be developed?
- (3) How accurate and effective are the annual programs of work which are developed from the long-time programs?

ACKNOWLEDGMENTS

This writer expresses his sincere appreciation to Dr. Wilbur E. Ringler, Assistant Director of Extension, for his valuable guidance and assistance in planning and organizing this study and to Dr. Finis Green, Head of Department of Education, for his attention given to this report. The writer expresses his sincere appreciation and gratitude to his wife, Harriet L. Gronewoller to his sons Paul and David Gronewoller for their contributions and patience.

REFERENCES

Books

- Donahue, Wilma. Education for Later Maturity. n.a. Whiteside, Inc. and William Morrow and Company, 1955.
- Gulley, Halbert E. Discussion, Conference and Group Process. New York: Holt, Rinehart and Winston, 1960.
- Haiman, Franklin S. Group Leadership and Democratic Action. n.a. Houghton Mifflin Company, 1950.
- Kidd, James Robbin. How Adults Learn. New York: Association Press, 1959.
- Knowls, Malcolm S. Informal Adult Education. New York: Association Press, 1950.
- Sanders, Irwin T. The Community an Introduction to a Social System. New York: The Ronald Press, 1955.
- Warren, Roland L. Studying Your Community. New York: Russel Sage Foundation, 1955.

Periodicals

- Barr, Wallace. "The Farm Problem Identified." The Farm Problem, publication no. 1, n.d. Prepared by the National Committee on Agricultural Policy.
- Cohen, Leo. A Suggested Reformulation of the Objectives of Agricultural Policy. Manhattan, Kansas: Kansas Agricultural Experiment Station.
- Guide to Extension Programs for Kansas. Manhattan, Kansas: Kansas State University Extension Service. April, 1960.
- Guide to Extension Programs for the Future. July, 1959. Published by the North Carolina State College Extension Service, for the various Agricultural Extension Services and the U. S. Department of Agriculture.
- Handbook for County Agricultural Extension Councils. Manhattan, Kansas: extension Service. September, 1959.

Government and State Bulletins

Larson, G. H., G. E. Fairbanks and F. C. Fenton. What it Costs to Use Farm Machinery. Kansas Agricultural Experiment Station Bulletin 417. April, 1960.

Hoover, Leo D. Kansas Agriculture After 100 Years. Kansas Agricultural Experiment Station Bulletin 392. August, 1957.

Wilson, Meredith C., and Gladys Callup. Extension Teaching Methods. Extension Service Circular 495. Washington: Extension Service, U. S. Department of Agriculture. August, 1955.

Unpublished Material

Your Guide to Action as a Township Representative. August, 1960. Manhattan, Kansas: Extension Service, Kansas State University.

Your Guide to Planning the Educational Program. 1960. Manhattan, Kansas. Extension Service, Kansas State University.