

REPORT OF
ANNUAL CONFERENCE
OF FIELD AGENTS AND AGRICULTURAL
EXTENSION SPECIALISTS

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Part I.

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SOME AGRICULTURAL EXTENSION PROBLEMS

Address by Director R. K. Bliss

The foremost problem now confronting the Agricultural Extension Department is that of serving a largely increased Farm Bureau membership. Already a quarter of the counties of the State have an average membership of about 1200. Before spring work opens it is almost certain that this largely increased membership will be extended to include every county in the state. The county program should now be shaped to meet these greater needs.

The work of Farm Bureaus in the past has been largely based on a membership of about 200. With this membership some of the Agents have managed to maintain a fairly close personal contact and to give considerable individual service. An addition of 1,000 members makes it practically impossible to give personal service except for the purpose of carrying out a demonstration which will be of value to others or for the purpose of training leaders through whom the work may be extended to others.

It is of the utmost importance that all those who pay a membership fee should receive some benefit, and should be put to work on a broad constructive program. In order to do this it will be necessary to organize the farmers of the county by groups or communities. Perhaps the township, which is in a large measure a self-governing unit, would be the best basis for the community or group organization.

On the basis of 1200 members to a county farm bureau, each township would have 75 members. And again on the basis of 5 people to each family this would mean 375 people, all of whom are financially interested. Certainly this is enough people to justify a thorough-going township organization. This organization might well be known as a township farm bureau and it should elect its own governing officers, the president or chairman of which might well by virtue of his position become the township representative upon the county farm bureau board of directors. This township organization could take up matters pertaining to the township in much the same way as the county organization takes up matters pertaining to the county.

There is just one way by which the organization can be maintained in a strong virile condition, and that way is to put it to work. Inaction means reaction: disuse means flabbiness and finally death or the equivalent of death. The question now is, can it be put to work at something really worth while. I believe the farm bureau cooperators, one for each four square miles of land should be retained. These cooperators rendered effective service during the war in the seed corn, increased wheat acreage and other food production campaigns. They can be used effectively in the future to control any serious seed, animal health or other emergency agricultural problem that may arise and they can also be used effectively to carry forward the community educational and demonstrational program. Moreover, any accurate system of reporting crop conditions, acreage, etc., must be based on some such plan as that

provided by the farm bureau cooperators. These cooperators might well form the board of directors of the township organization. Within the township there should be organized as fast as the people are ready for it, community clubs or farmers' clubs for educational and social purposes and in which the farm, home, community, township, county, state and national problems can be studied and discussed.

The organization which I have suggested may or may not appeal to you. The exact way in which it is done or the nomenclature used is relatively unimportant. I have no argument with anyone concerning names. The important thing is to set each community to work on a broad gauge worth while program. It is the only way by which a permanent and lasting farmers' organization can be established.

There was organized in Chicago last week a national farm bureau federation. If that organization is to endure over a long period of time,--long after the present unrest caused by the war, such as unsettled prices, price fixing, government regulation, etc., has gone,--it must rest on some such broad constructive educational plan as I have outlined. I am firmly convinced that the strength and power for good of the national federation of farm bureaus twenty-five years from now, will depend upon the virility and strength of the community organization. A county, state or national federation of farm bureaus built upon a foundation of temporary unrest can be likened to the biblical illustration of the man who builded his house upon the sand, whereas the same organizations built upon a strong community organization can be likened to the man who builded his house upon the rock.

The most important problem before each field agent is to organize the township groups, including the farm bureau cooperators, and to correlate them with the county organization. The community program should be well balanced. A program that merely appeals and is only intended to appeal to men and boys is just half a program and includes only half of the people. No permanent community development, or indeed no great national farmers' movement can reach its greatest strength or accomplish the greatest good and at the same time ignore one-half of the rural population. The women and girls must be included in this program and they must be encouraged to take their full part if this organization is to accomplish large results.

I make this statement without any thought of criticising the work that has already been done. In the past it has been necessary first of all to get the work established. In this I believe I am within the truth when I say that farm men generally have been more receptive to new ideas than farm women. Quite often the wife and mother in the farm home is the hardest one to convince of the necessity of providing running water in the house and in providing other modern conveniences. She is so used to the giving of herself unsparingly in the unselfish service of others and of thinking of them rather than of herself that she is inclined to postpone changes in the home involving the expenditure of funds.

However that may have been in the past, it will not long continue in the future. The same things that are causing unrest among farm men are causing unrest among farm women. They, too, want

to do something and they are going to organize. I am firmly convinced that any system of organization among farm people which provides one organization for men and another for women will not succeed in the largest way. This is because of the conditions under which the farmer and his wife live. The farmer and his wife are interested in the same things economically, educationally, and socially. The business establishment surrounds and is made a part of the home. The woman knows exactly what is going on on the farm, the crops that are planted, the cows that are milked, the hogs, chickens, everything. On the other hand, the man knows what is going on in the home, he eats three square meals a day at the same table with his wife and the affairs of the farm, the home and the community are a common topic of discussion.

Conditions are greatly different in cities. Here the business and the home are separate. A man may, and quite often does, live a considerable distance from his place of business. His wife and children may know very little and care less about the details of his work. There is no particular object in bringing men and women together in cities except for social enjoyment. Hence men's clubs and women's clubs flourish.

The attempt to organize farm men and farm women into separate groups is merely an attempt to transpose a system suited to cities, to the country. So far as I know such attempts have in the past generally failed. On the other hand, the Grange with its hundreds of thousands of members and the many thousands of successful farmers' clubs throughout the country bear overwhelming testimony to the soundness of the principle of including both men and women in farmers' organizations.

I am stating these facts not because I feel that there is any great difference of opinion between any of us concerning the family unit as a basis of organization in the country but because I fear that women will not take part unless they are especially encouraged to do so. Under the constitution and by-laws of a county farm bureau there is nothing to prevent women from holding office. In actual practice, women do not take an active part. This is partly due to the fact that the county agent was established first and women naturally think of county farm bureau work as men's work, and partly due to the fact that women have long been trained not to take a prominent part in such matters. It is part of our program to encourage them to take a larger place in the community and farm bureau program.

To that end I would like to see every county farm bureau in the state elect at least one woman on the board of directors. It would be a very happy state of affairs, indeed, if the woman, or one of them so elected, should be the one best qualified in the county to become chairman of the woman's committee of the county farm bureau.

I have discussed the women's part in the farm bureau organization at considerable length because I believe it is an opportune time to appeal to farm women and also because we should always bear in mind that no amount of material success will ever in

any way compensate for lack of thought or foresight on our part in making the farm home the best possible. The measure of success of this work will depend not alone upon the wealth that is accumulated but also upon the character and type of our citizenship.

Moreover the hardest worked persons on the farms are the wives,--the mothers of the next generation of farmers. If they are to rear the kind of children that will build for a permanent agriculture and a strong resourceful agricultural people it is necessary that the conditions under which they live and work shall be made as attractive and agreeable as possible. Any system of agricultural development that does not make a special effort to lighten the burdens and improve the recreational and educational opportunities of farm women is short-sighted and will not succeed in a large way. We are working on a long time program. Let us therefore in no way neglect the farm home and the mother--the one who has most to do with the education and development of the farmers of tomorrow.

No farm bureau program is well balanced that does not give the most careful attention to the development of the junior work. A dollar spent on a boy or girl is very likely to bring much larger returns than a dollar spent on a man or woman. To use a life insurance illustration, a dollar spent on the education of a boy of fifteen years may reasonably be expected to bring returns for a period of 45 to 50 years, whereas a dollar spent on a man 40 years of age will only bring returns for half as long. Moreover the boy's mind is ordinarily more open and plastic and capable of more readily absorbing ideas. Again in many cases the money spent for junior work does double duty in that it is oftentimes the most effective way of reaching the parents. For instance, if the boy keeps cost accounts on the production of hogs, he will at least get the beginning of a business training on the cost of producing pork and the father will get information of value to him in future hog feeding operations. I do not wish to be understood as arguing against the work that is now being done for men and women. That should, of course, be continued and enlarged, but I am pleading that larger attention be given to the juniors. The boys and girls of today will be the farm bureau men and women of tomorrow. The training which they receive now will in large measure determine their value in the future.

The ultimate object of boys' and girls' club work should be to train the boy or girl to be able to manage and operate a farm or home. In order to do this there should be a definite progressive plan of training beginning with simple things and working up to a final complete business account of the operation of a farm or the management of a home for one year. I have some definite ideas as to how this may be accomplished but lack of time prevents our discussing them here. Suffice it to say that in order to reach the boys and girls of the state and also in order to get the required local leadership it will be necessary to cooperate closely with the schools. The development of the consolidated school system offers a possible solution.

The Club work program for the coming year has been worked out in cooperation with field agents. It has been the object and

purpose of this Department to formulate plans which could be endorsed and supported by all. It is our hope and belief that you will spare no pains in taking the necessary steps to establish club work on a permanent basis in every county this coming year.

In developing a county farm bureau program we should not lose sight of other agencies in the county which may be helpful in carrying it out. The board of directors of the farm bureau, with the help of field agents should carefully catalog existing agencies and organizations in the county and take pains to enlist their support wherever and whenever this may be helpful. I have in mind the county superintendent of schools, superintendents of consolidated schools, school boards, farmers' organizations other than the farm bureau, such as cooperative elevators, creameries, shipping associations, farmers' clubs, etc.; national farmers' organizations, editors of local papers, women's clubs, bankers' associations, commercial clubs, etc., etc. Since agriculture is practically the sole source of wealth in the average Iowa county, everyone is, or at least ought to be, intensely interested in its constructive development.

It was said of Abraham Lincoln that he could say more for his cause and less to hurt it than any other man who has ever figured largely in public affairs. This was because he was ever considerate and always tactful and fair. There is danger at this time that some enthusiasts may hurt the farmers' program because of their zeal in proclaiming it. Strength sometimes results in arrogance and lack of consideration for others. Such an attitude should be discouraged and avoided. We must live and let live, develop and let others develop and by so doing we will reach our own largest development. In other words, the fastest way for us to develop is to seek the cooperation and help of other interests in so far as that is possible.

In order to prevent any misunderstandings on the part of city people as to the objects and purposes of the county farm bureau, I would suggest that the county farm bureau board of directors arrange for definite meetings during the year, with representatives of city people. I would suggest that the bankers, the merchants and the professional men each select one of their own members to act on the city committee. Such a committee meeting with the farm bureau directors to discuss matters of mutual interest would do much toward promoting real progress and development in the county. And in case the farmers of a county get at loggerheads with the city and town people in the same county, my suggestion would be that the farm bureau board of directors appoint a committee to meet with a committee of town people and find out exactly what has caused the trouble. This committee could then make recommendations to the county farm bureau board of directors. Usually the difficulty can be cleared up to the credit of each side concerned. I believe that most of our difficulties with neighbors arises from a misunderstanding as to just what the other fellow is trying to do and such a condition can almost always be adjusted by conferring together. At least more difficulties between neighbors can be worked out more satisfactorily as friends than as enemies. And since the country is neighbor to the city or vice versa and must always remain so, it is

the part of wisdom and sound sense to meet as one neighbor should meet another, in an openminded way.

The most important development in agriculture during the past year has been the rapid growth of the farm bureau movement. One year ago many counties in Iowa were organized on a war emergency basis with the understanding that such organizations would automatically discontinue as soon as the war was over. All of these organizations have been made permanent. The county farm bureaus have federated into a state organization and have employed a paid secretary. In Chicago last week over thirty states federated together to form the American farm bureau federation.

I look upon the organization of the county farm bureau, the state federation of farm bureaus, and now the national federation, as one of the most significant and hopeful moves in agriculture that has ever taken place in this country. Rightly guided and directed it will become a powerful and effective agent in developing a sound and permanent system of agriculture, the most important single internal problem that now faces our federal government and the one upon which the future strength of our Government depends more than any other. The national organization has made an excellent beginning in selecting Mr. Howard of our own state as national leader. You are, by virtue of your positions, occupying places of leadership in your respective county farm bureaus. If your leadership is sound, broad and constructive, the ultimate success of the movement in definitely aiding the national government in working out a sound national land policy seems assured.

I am firmly convinced that the success of the whole movement depends primarily upon thorough-going education. A great responsibility therefore rests upon this college, its field agents and specialists to bend every energy in developing the educational program. That is our big job,- the only work in fact for which we have any right to use the state, federal, or county funds. I would, however, broadly interpret as is intended by the law, the many ways in which agriculture educational work can be conducted.

May I not at this time add just a bit of personal advice. The basis for the growth of the farm bureau movement has been largely due to your efforts in the field backed by specialist help from the college. Just now a large number of new members are joining the farm bureaus, not primarily because of what you have done but also because of the general feeling of unrest and because they feel somehow that the state and national federation can bring relief. The danger lies in that they will not be patient. It takes time to accomplish worth while results. The cure is work, and the agent who can put these new members at work on some kind of an educational program will be a tower of strength to the county, state and national organization.

Hold fast to those educational things that have made extension work strong in the past. Keep in close touch with the experimental and research work at this college. Remember that this whole movement of agricultural extension work has been developed because the people have had faith in our colleges and experiment stations. I heard a man who had recently visited Canada say that the farming

people up there almost universally knew about the agricultural work of this college and considered it the greatest institution of its kind in the world. This viewpoint is not confined alone to Canada. Fortunate indeed are we to have such a tower of strength back of us and we should use it in every possible way.

We now have a great powerful organization, organized for the express purpose of developing a sound system of agriculture. Because of its size and strength there may be some within the organization who will want to use it for personal ends. We must guard against it. There may be some outside of the organization who will want to borrow it for political purposes. Don't let them do it. Don't get mixed up yourself in politics in any way and don't let the organization get so mixed if you can help it. Politics in farmers' organizations has invariably meant destruction.

The Bible tells us that a leader is a servant. Real leadership involves the hardest kind of hard work. Responsibility affects different people in different ways. Real leaders grow humble, more painstaking and magnanimous as additional responsibility is placed upon them. Honesty, industry, tact, and the square deal are cardinal qualities in the real constructive leader. You are leaders in the agricultural development of this state. A great responsibility rests upon you and a great opportunity for service lies before you--an opportunity to do constructive work in establishing a permanent agriculture and an intelligent prosperous agricultural people.

Outline of Address by President R. A. Pearson.

President Pearson spoke of the development of extension work and pointed out the great difference in qualifications of Farm Institute lecturers in the early years and Extension workers at the present time. He emphasized the importance of lessons on Americanism in many places in the country as well as in cities and said that although we can find faults in our government, yet no nation on the face of the earth has such a good and generous government as is ours. We ought to uphold it loyally. We ought to tell of its good features to those who have come among us from other lands.

He said that if he were a County Agent he would probably try to do his work as the best county agents are now doing it and four points were given special mention,

1st. Do not overlook "cold cash" activities.

We still need more instruction on better crops and better animals and greater economies in producing them. We hear much talk of waste of natural resources, but the worst waste of all is the waste of human energy such as through the production of a half crop when a whole crop could have been secured with the same labor and only a little more intelligent thought. Extension work has made its reputation along these lines. It stands well today because of the better farming and better home making that it has helped to develop. Therefore these lines should continue to be strongly emphasized.

2nd. Better service for the farmer. This does not mean that extension people should themselves feel called upon to render all kinds of service, but they may very properly take the matter up with

persons who ought to give the better service. For example, if there is poor service in securing binder twine at a fair price it is best to get the facts and then take the matter up locally with someone or more qualified to deal in binder twine and get the best terms, giving them to understand that fair terms are expected. It is best not to interfere with people who are engaged in other lines of work so long as they can be induced to deal fairly and many of them will be glad to do this when the matter is presented and they recognize that they are dealing with an organization which means larger orders and more prompt payments, etc.

3d. Keep out of politics. The extension worker who gets into politics is digging his own grave. Many have disappeared from extension activities by this route. It is a most unfortunate mistake. Persons who are paid wholly or in part from public funds must remember that they are the servants of all the tax payers. Such a person should exercise his own good judgment in voting and in talking with his own personal friends, but he should carefully avoid lining up on political matters with some persons and against others. The "others" may be paying something toward his salary.

4th. Anchor to a solid rock. Iowa State College is such an anchor for extension people because this college stands for the truth and the person who depends upon and disseminates the truth can not be overcome. It is a question whether we are developing research work as fast as problems pile upon us. Some of the newer problems were mentioned, including the corn borer which is so little understood. However, a splendid equipment and a staff of experts are on the campus for the purpose of finding truth and problems of importance are being taken up constantly. The College wants to know what these problems are in all sections of the state.

ORGANIZATION AND CORRELATION OF AGRICULTURAL EXTENSION WORK

By Director R. K. Bliss

In order to save time I will omit some things in which you are not particularly interested and condense what I do have to say in as brief a form as possible.

The Agricultural Extension Department of the Iowa State College began work in 1906. The method of organizing the work here is therefore the result of thirteen years' experience.

Finances: Financial support for Agricultural Extension work is received from state funds, federal funds, county funds, farm bureau memberships and expense money for specialists from farmers' institutes, corn shows, etc., etc.

Federal Smith-Lever funds and the funds provided in the state to offset such funds are expended in accordance with projects mutually agreeable to the U. S. Department of Agriculture and the Agricultural Extension Department of the Iowa State College. After the projects are signed the Agricultural Extension Department administers the work. U. S. Department of Agriculture funds are

administered jointly by the U. S. Department of Agriculture and the Agricultural Extension Department in accordance with approved projects.

County funds and farm bureau membership funds are administered by the board of directors of the county farm bureau. The law requires farm bureau work to be done in cooperation with the Iowa State College and the U. S. Department of Agriculture.

The Director of Agricultural Extension or someone delegated by him makes final recommendation to the president of the college for the expenditure of all state funds and federal Smith-Lever funds, and gives final approval to all bills before they can be paid. Under the plan of administering county work recommended by the agricultural extension department and adopted at the conference of field agents on the state fair grounds last September, the county chairman of agricultural extension work will be held responsible by the agricultural extension department for the state and federal funds expended in the county.

Administration and Correlation of Agricultural Extension Work: The administrative offices of the agricultural extension department are all grouped together in one building and all stenographic and clerical work for both administrative and subject matter specialists is done at that place. Matters of administration which are intimately related to several different lines of work are handled through committees.

Thus we have the committee on organization and correlation. This committee deals specifically with the problems arising between the central office and the farm bureaus. The committee is made up of the director, state leader of county agents, state leader of home demonstration agents, state leader of boys' and girls' club work and the secretary of the department.

Another administrative committee of considerable importance is the committee on projects. This committee passes upon all subject matter projects and determines how the work of specialists shall be distributed. The committee is made up of both administrative and subject matter specialists. Special committees are appointed from time to time to take care of important work as it may arise. These committees automatically disband when the work for which they are appointed is completed.

A committee is appointed for each subject matter department of the college represented in the agricultural extension department. The chairman of each committee is held responsible for the subject which he represents. The members of each committee are made up of the extension specialists representing that particular line of work. The following committees are represented in the agricultural extension department: animal husbandry; farm crops and soils; horticulture; agricultural engineering; poultry; dairy manufacture; dairy production; farm management; veterinary; marketing and home economics.

The chairman of these committees are held responsible by the agricultural extension department for keeping in close touch with the resident teaching staff and experimental staff representing their particular line of work. For example, the extension chairman

of horticultural work arranges definite conferences between the extension specialists representing horticultural subjects and the resident teaching and experimental staff of the horticultural department. Such conferences are always arranged at a stated definite time in the fall, usually in November, and occupy from a day to a week's time. Generally similar conferences are arranged in the spring and at such other times as the exigencies of circumstances demands. The example given of the horticultural work is typical of all other lines of work.

Such conferences are thoroughly beneficial both to the extension specialists and to the resident teaching and experimental staffs. The extension specialists are kept in close touch with experimental and research work and experimentalists, research workers and resident teachers derive additional information concerning farm conditions and the farmers' viewpoint. The result is a fine spirit of cooperation and mutual helpfulness which means much for the work as a whole.

In the spring of 1917 the agricultural extension department definitely established the policy of conferring with committees of farmers concerning agricultural extension matters. The war emergency food committee appointed by Governor Harding and made up of practical farmers, gave invaluable advice and help to the department. During the past year the department has called into conference the various committees of the state farm bureau federation. The advice and counsel of these committees has been of great help in formulating and carrying out the work of the agricultural extension department. The policy of calling in field agents to confer on matters of mutual concern has also been established. During the year field agents have been called in to act on the marketing committee, on the boys' and girls' club work committee, committee on organization, committee on projects, etc. The reports of such committees represent the combined judgment of administrative, subject matter and field agent specialists.

The present conference is a genuine attempt to formulate an agricultural extension program which represents the combined judgment of subject matter specialists, field agents and administrative specialists. It will not be a specialists program, or a field agents program or an administrative program, but it will be a combined program in which all have had a voice in framing. This is as it should be and all of us can get back of such a program in a whole-hearted way.

Correlation of Agricultural Extension Work with Other Agencies: So far I have discussed principally the organization and correlation of agricultural extension work within the department and in its relationship to special committees representing the farm bureaus. I now wish to discuss the work in relation to outside agencies.

The agricultural extension department endeavors to enlist the support of other agencies in carrying out its program. Thus the club work is carried on in close cooperation with the schools. In the winter of 1917-18 the State Administration, the State Council of National Defense, the State Dairy and Food Commissioner, Bankers' Association, the press, etc., gave valuable aid to the farm bureaus and

agricultural extension department in carrying on the seed corn campaign. In accomplishing any line of work the agricultural extension department endeavors to enlist the support of other agencies that might help.

Most of the agents in the field carry out the same policy in regard to the county. In every line of work it is a good thing to analyze the situation carefully and enlist the support of others. It is a good thing to catalog the various agencies such as farmers' clubs, farmers' organizations other than the farm bureau, cooperative elevators, cooperative creameries, cooperative shipping associations, commercial clubs, schools, women's clubs, parent-teachers' associations, bankers, the press, etc., etc., and not forget to enlist the cooperation of any one or all of them if they may be helpful in carrying out the program.

The people who make the largest success in life are usually the ones who are able to get a large number of people working for the things which they are trying to accomplish. It should be our purpose to organize and correlate our work in such a way as to get the largest number of people working for our program. Cooperation does not mean absorption or amalgamation. It does mean putting ourselves in a position to work with others in carrying out our program. We should study our respective fields carefully and organize and correlate our work in such a way as to bring about the largest possible results in developing the agricultural resources of our state.

AGRICULTURAL EXTENSION PROGRAM AND PROJECTS

By P. C. Taff

It is hardly necessary at this time to speak at length regarding programs and projects. Director Bliss has touched upon certain policies and points pertaining to the state program of work. Needless to say, our department is now more than ever before concerned with developing a really constructive educational and economic program one that will be a real factor in community, county, state and national development. With the growth in membership of the farm bureaus, comes a greater need for careful planning to "make good" with the people who are supporting the work. The coming few years are going to tell whether extension work is going to go up or down. We are not even going to have a lot of time to get under way, as the people are expecting early results. Some are even expecting impossible things to be done by extension agents.

We have two classes to serve--those who are clamoring for assistance and those who have not asked for any help. Public funds are not being contributed to our work for the benefit of any class of people, but it's expected to be used for the upbuilding of the whole people. It is therefore to be the purpose of our staff to work for these principles and not to help any one class.

Our specialists, I believe, you will find this week have their program and projects for next year quite definitely arranged. Our work has become so big and extensive that we must plan a long way ahead. We hope you will all realize this need, and when we seem to be

asking for your plans for a long time in the future, that you will cooperate with us. Our staff is really very small when the field we have to cover is considered. We want to be of the greatest possible service and we want to build for the future to meet the needs.

Our department has developed into one of service to the farm bureaus. We only want to help you do those things in your county and in the state as a whole which you cannot do either for lack of time, facilities, or because of other limitations. The extension specialists during 1918-1919 appeared before nearly 300,000 people in your counties. They gave 7,600 lectures and demonstrations and traveled a total of 500,000 miles. This means they reached an average of 30,000 people per county, and gave an average of 76 lectures or demonstrations per county. If you did not receive about this amount your county lost something that was coming to them. We are trying to correct this lack of balance now by more definite planning ahead so we cannot only reach more counties but divide up our efforts so all will secure some help.

Concerning county programs and projects, I can only say we are very much pleased with the plan of sending in your selections the past month, which plan was suggested by your committees last spring. I have in the office a list of projects from practically all the counties, and these are an interesting study. I would be glad to confer with any of you this week if you wish to discuss anything, in connection with the programs or projects you have sent. We had hoped to have a committee of agents meet with us before this date to definitely assign the projects, but owing to the fact that several lists were late in coming,--and, I may say a few are still missing,--we have not been able to do this. I am hoping we can yet have this committee meet this week but we cannot make any promises to assign projects or assign help to counties which have not yet signified what they want. The lists and programs for the most part are very well balanced both as to subject matter and time arrangement. I hope the making of a program will be of help to you as I can assure you it has been to us. I do not believe we will have to ask you to make many changes as we expect to try to develop our staff to meet your requests. Therein lays one on the great helps to us. If we know ahead long enough that you are to want a certain amount of help of a certain kind we will try to furnish this if it is within our power to do so. Then too, knowing at this time where the work is wanted next year is going to enable us to book our force more efficiently. This year's experience will no doubt show us where we can improve this plan and we are open to constructive suggestions always.

JUNIOR CLUB WORK

By P. C. Taff

The second part of my subject deals with junior club work. I hope I can today impress upon you how earnestly we feel the need of developing this work, and why we believe you should take steps to make this a major project in your farm bureaus. There was a time when work with the young people was considered "kid's play" and really was no job for grown-ups. Unfortunately this idea is still prevalent almost everywhere but it is rapidly being changed.

My plea today shall be for the broadening of junior work to a point where it will meet the conditions expected of it. First, we believe the boys and girls are entitled to a part of your time and efforts. Your communities in the future are going to be just what the people dwelling there make them. The individuals of those communities are going to be largely as they receive their early training. The farm bureaus are certainly not going to overlook the training of the young people.

In a certain district of the east, 22 big business men think enough of junior work so that they have pledged a \$100,000 fund for five years and an endowment of \$2,000,000 after that to support this work. They have secured the services of Mr. Benson, our Washington leader, to develop and carry out their program. When that number of big business men think well enough to do this there must be something to it. If you could see the intense interest taken in club work in some of our best farm bureaus, there could be no question of its place in your programs. I think any of us who were brought up on the farm can look back and see just where such information and advantages as given thru club work would have been of untold benefit to us.

In the second place, educational work done with young people has two distinct advantages over that done with mature persons. First, the young mind is more open to suggestions and our efforts are not so often misplaced, and second, young people have a longer period of usefulness as explained by Director Bliss yesterday, and hence the time and money spent on them is of longer benefit. You have no doubt noticed too that by far the most effective way of reaching the adult members of a family with an educational idea is through the young people. Many a farmer has been known to spurn the idea of testing seed corn or such ideas until his children have brought home the idea from school and actually put it into operation. Hundreds of such cases have been true with livestock work, work in the home, etc.

Further than these remarks I am going to take it for granted that you people present are acquainted with club work and are thoroughly in favor of its development. Now I want to discuss with you the methods of putting it in operation. We must not delay longer putting into effect a plan which will eventually aid all the young people of the county. We maintain that if it is a good thing for the twenty to thirty boys or girls to join a pig, calf, canning or any other such club, it will be as good for the other 4500 boys and girls of the average county, one-half on farms. Less than 3% are being reached now, therefore, your program will not be complete unless you are to reach a good percent of these in some way or other. You will not do it this year or next but your plan must be big enough to accomplish it in a very few years. It will have to be done by using all the existing agencies of the county, such as schools and then by adding to it the strength of your farm bureau organization and all the other help possible. To do this is going to be a full sized job. It is going to take men and women trained with and interested in young people as I shall mention later.

Club work is not something done for material gain only. Let me emphasize that. As often expressed by Mr. Benson, dollars and cents is the lowest measure of value you can possibly place upon club

work. I admit you need that often to convince older people that it is worth while but it isn't the fact that a boy made a hundred dollars on a litter of pigs that is going to be most worth while to him ten years from now. It is the fact that he learned some lessons in doing something worth while, that he proved something to others and that he had the association of coming together with and competing with others that he is going to remember. But going back to the money value, figures show that of all the boys and girls in club work last year they produced \$28.00 worth of products for each \$1.05 spent in furthering the work. At that rate it would not be difficult even on the money basis to prove that it is worth while.

Going back to the point of who is to do your club work, I am going to speak plain on this question because I know you want to hear just what we are thinking about. In saying what I do, please do not mistake my meaning. A large part of the club work of the past few years has been done by the county agents and more recently the home demonstration agents have taken an active interest in the girl's work. Now, we want these agents to continue doing this good work and we would be disappointed if you did not. But, with the added responsibility and duties thrown upon you in the new and rejuvenated farm bureaus, I believe it is going to be a physical impossibility for you to adequately carry on and develop the junior work as it should be done. Unless you wish to devote practically all your time to this line of work I am sure this would be true. Remember, I am saying that you cannot with your time do the junior work as it should be done. Possibly you can continue to organize a few clubs in your county, enroll and supervise twenty five, fifty, or even one hundred members work, but what is that, when there are thousands to be reached?

We believe there is just one way for you to put across what really should be done eventually and that is to add to your staffs, as quickly as conditions will permit, a person whose whole job is to give the boys and girls the attention to which they are entitled, or in other words full time junior workers. In doing that you will be relieving yourself of one phase of your farm bureau work and permitting yourself to devote your time to other lines. You would be bringing into your farm bureaus club work in a definite way, so people would look upon it as an important job. And if you will permit me to say it, I believe you will often be able to bring in a person whose training and natural likeness for working with you will be greater than many of the agents have. That is not saying anything against your ability as club leaders but just as all of us would probably not make good preachers, not all agents are club leaders, nor do they all have a likeness for it.

To give club members some of the most valuable features of club work, a leader must thoroughly understand boys and girls, they must adapt themselves to their young and sometimes childish ways, play games with them, and in fact become one of them in their meetings and activities. Again I say we may not all understand these things and cannot or do not care to adapt ourselves to them. A club or junior leader devoting full time to club work has also more time to train leaders over the county, in other words can get more people to working on your program than can you with your other duties. With this leader

and the assistance of good local helpers, together with your help, I believe you could formulate a program in every county that would really be in a position to reach a majority of the young people, and until it is done I do not believe we will ever go forward as we should in this great project.

Some have said to me, why not get an assistant county agent and assign him or her the club work? Well, we are not even going to assume to tell you that would be an undesirable thing to do, but I think I can prove to you it is not sufficient, or at least, the best plan. I have already indicated that agents are usually selected not because they would be good club leaders (who I believe we cannot deny must be a special type of person) but because they would make good agents. Then too, I believe the psychology of this idea is wrong. What you need in club work is to establish it as a real distinct part of your problem, one that can stand by itself, one that can be dignified by a worker in that line. I really believe you will get better cooperation from the schools, the business interests, and the people themselves if that is done. I maintain it would be more logical to employ a club agent and always in case of emergency draw him into county agent work, than it is to hire an assistant agent expecting him to do club work. Either would be under the direct supervision of the county leaders of extension work. You would have the direction of the club work just the same. Therefore, I again say, if you do not expect to devote almost full time to club work, it will be impossible for you to make a program big enough to meet the conditions.

Then last, but not least, we stand ready to help quite a number of counties to the extent of \$50.00 per month and franking privilege with junior leaders, but owing to federal requirements, this money is not available for any other type of agents. We believe in this state we should be able to place agents to use up at least our available funds. I would certainly dislike to turn back cold cash because we could not find a place for it in club work.

Further than these remarks I can only repeat some of the recommendations made before, especially at the state fair conference. We believe as I have indicated today, that with or without a club leader, you should make use of all the local agencies and help possible. As Director Bliss stated yesterday, the schools are always an important point of contact. Use them and their teachers to help you carry out this project. Many people outside of schools are becoming sufficiently interested in the club work to be willing to devote some time and efforts to promoting it. You will need all this help in your bigger club program. Local leaders are essential to reaching the largest number of juniors. They are hard to secure and all that, but it is many times more difficult to do all the work yourself.

We believe you should have a junior committee in your farm bureau. You need such backing and advice. This committee as we have said before should include besides the farm bureau members, the county superintendent of schools, a representative of the women's work, and others interested in club work.

We want you to be sure to organize all your junior members into real clubs. Have them meet together for educational, recreational, and social purposes. Those here who have done successful club work will bear me out in saying this is necessary. I am sure, better than meeting individuals.

Our job in the state office here is going to be to help you in every way possible. We will depend upon you to find out what is needed in your counties and then let us know how we can help. We will furnish you the literature you need, will assist in organization work when called upon and feel we can be especially helpful when it comes to training local leaders and in club activities such as meetings, picnics, contests, etc. We will also help in attending directors meetings to explain club work, etc.

Several agents have mentioned to me they have had difficulty in getting club work started in their counties. I believe here is a place we can be particularly of help to you. If you have such a condition I am sure it is only a matter of getting the proper connections, and organizing the work in the right way. The work is needed as much in one county as another and I believe will meet with about the same response everywhere if we can get people to see it right. We would be glad to send you a specialist to go into the situation thoroughly and advise with you. Usually some way can be found to make a start that will lead to getting the whole county back of the movement. A small community will often have to be organized intensively for a year or two to accomplish this.

FARM BUREAU EFFICIENCY

by S. H. Thompson

Although my conclusions on "Farm Bureau Efficiency" have been formulated from studies made of that part of the bureau's activities known as county agent work let no one think that I am limiting my conception of a farm bureau to county agent activities alone. The factors of efficiency with which we are dealing will apply with equal force to all farm bureau work and I desire to emphasize the importance of regarding the farm bureau as an institution which ministers to the entire family, to women through home demonstration work, to the girls and boys through club work and to the men, women and children through county agent work.

Efficiency in the broad sense is accomplishment of large results per unit of resources. At the present time there does not seem to be a definite and tangible measure of farm bureau efficiency which can be easily applied. This is not to be wondered at because the farm bureau is a comparatively new organization and like many institutions is evolving to meet new needs. The oldest farm bureau in Iowa is but eight years old, and seventy six of them had their beginning following the coming of the great war little more than two years ago.

The lack of efficiency standards in farm bureau work should not discourage us. It is a well known fact that efficiency standards dealing with the farm as a unit were established less than twenty years ago. It will be remembered that Dr. Warren of Cornell University found it inadvisable to publish the conclusions covering his first efficiency studies of farms in two townships in Tompkins County, New York, during the year 1917. It should be noted further that although many valuable conclusions have been reached with reference to the relation to profits of such factors as size of business, crop yields, productivity of stock, and diversity that there remains to be added by investigation much information on farming standards which is not now available. We are well aware of the limitations to which we are subject in discussing farm bureau efficiency today. We do not pretend to be able to present the last word in this matter; we wish rather to suggest a few things which ought to be considered in connection with the efficiency of the bureau.

Shortly after Mr. Coverdale -- as one of his last official acts as county agent leader -- authorized an efficiency study of the Iowa farm bureaus. State leader, McDonald, and others of the county agent section prepared a statement setting forth the factors which they felt contributed to farm bureau efficiency. It was then believed that an efficient farm bureau had the following characteristics:

- 1
1. An active membership of at least three hundred members distributed in proportion to the rural population.
2. An alert board of directors and executive committee taking an active interest in all phases of farm bureau work and giving regular attention to the meetings of the farm bureau for the purpose of carrying out its business.
3. A definite program of work formulated by the board of directors, adapted to the needs of the county, supported by the people, based on the successful experience of the past, distributed in proportion to the rural population, and not too large for the help available during the year or any portion thereof.
4. Capable individuals of forceful personality as its employed agents.
5. A competent office girl to whom the agents of the bureau can delegate a large part of the routine work.
6. A roomy, well-lighted, easily accessible office, adequately supplied with substantial equipment.
7. Cooperation with all other agencies in the county working for the development of agriculture.
8. Simple, but adequate, records of its work and finances so that it may show clearly that its funds have been effectively used.

In presenting briefly the results of this efficiency study we shall confine ourselves to the part played in farm bureau efficiency by the following factors: (1) membership, (2) board of directors, (3) program of work, and (4) records. No attempt will be made to discuss the agent or the stenographer as factors nor will any allusion be made to the office itself nor to cooperation with

other agencies. Although the importance of these factors is well recognized it is believed that they will be automatically taken care of provided the bureau has a large and interested membership and alert and active directors. Moreover, it is hardly to be expected that an able agent provided with a suitable office and a competent stenographer could accomplish much unless he has a strong organization supporting him.

On the following page is a summary of the efficiency factors of the average bureau; of the average of the nine least efficient; and of the average of the nine most efficient.

FARM BUREAU EFFICIENCY FACTORS

(58 Farm Bureaus)

	Average: of Nine: least: effi- cient: Bureaus	Average: of Nine: most: effi- cient: Bureaus	Average: of all Bur- eaus
<u>MEMBERSHIP</u>			
Percent of farmers who are members - 1918	15	19	17
Percent of farmers who are members - 1919	12	19	15
Percent of members who are farm operators 1919	78	90	87
<u>MEMBERSHIP INDEX</u>	35	43	40
<u>ADMINISTRATION</u>			
Percent attendance at Board Meetings	31	58	47
Percent attendance at Executive Committee Meetings	63	84	69
<u>ADMINISTRATIVE INDEX</u>	47	71	58
<u>PROGRAM</u>			
1918:			
Percent of rural population reached by meetings	11	19	16
Percent of townships reached - 1918	73	78	78
Percent of townships reached - 1919	61	94	83
Percent of members visited - 1918	39	67	54
Percent of members served - 1918	67	87	72
<u>PROGRAM INDEX</u>	50	69	61
<u>FARM BUREAU INDEX</u>	44	61	53

This chart will be largely self explanatory. It will be observed that the factors are grouped under three main heads, namely membership, administration, and program and that the indices representing each of these have been gathered into one figure called the farm bureau index.

The farm bureau exists for the people and it is desirable that it have a large membership. Without a large and active membership no bureau can hope to be much of a great factor in its community. The county agent however capable is only an individual. Great accomplishments can come only through organized groups. Last April when the tentative efficiency standards were established it was believed that there should be at least three hundred members. It was found that the lowest bureau in 1918 had 175 members and the highest had 526 while the average of the fifty-eight whose summary we are discussing was 324. Since April we have had to revise considerably our notions about membership. Some farm bureaus have increased their membership to more than 1000 members -- some have 1500 or more -- and many others will soon have as many.

Under membership it will be noted that both the 1918 and 1919 memberships have been considered. In 1918 the farm bureaus had on the average 17 percent of the farmers of the county in the organization while the average for the nine least efficient farm bureaus was 15 percent as compared to an average of 19 percent for the nine most efficient farm bureaus. The bureau with the smallest percentage of members had only 6 percent of the farmers of the county enrolled while the one with the highest percentage of members had a membership equal to 35 percent of the farmers in the county.

Because some bureaus had not completed their membership campaigns the 1919 average of percent of farmers who are members, which is 15 percent, is slightly smaller than that for the previous year. The low limit for an individual bureau is 4 percent for 1919 and the high limit is 37 percent. The nine least efficient bureaus had a 1919 membership equal to 12 percent of the farmers and the nine most efficient ones had a 1919 membership equal to 19 percent of the farmers in the county.

While it is important that the bureau have a large membership it is no less important that this membership be of a certain quality, that is, a large proportion of the membership should be farmers. The reason for this is obvious. The men who live on the land are from the very nature of things most interested in the development of the agriculture of their locality and they are inclined to look with disfavor on the acceptance of members who are not farmers.

In the average bureau 87 percent of all members were operating farms. The bureau with the highest percentage of farmers among its members had 99 percent while the lowest had 75 percent. Ninety percent of the membership of the nine most efficient bureaus was farm operators as compared to 78 percent in the nine least efficient.

A membership index has been established by adding the three membership factors and dividing by three. The membership index of the average bureau was 40; of the nine most efficient, 43; and of the nine least efficient, 35.

In administrative matters a farm bureau membership acts through a board of directors and -- in some farm bureaus -- through an executive committee. While a large membership is one of the first requisites it will not insure a successful bureau unless officers and directors are chosen from alert, public spirited men of broad vision. It falls to the lot of the officers and directors to map out the program of work and aid in its execution. To do this effectively they must attend the board meetings regularly.

Unfortunately, not all members of boards of directors have realized their responsibility to the farm bureau. The average bureau director was present less than half -- to be more exact, but 47 percent -- of the time when duty called him. What would these same boards think of a county agent who appeared at less than half of his meetings? The directors of the nine most efficient bureaus had an attendance record of 58 percent and the nine least efficient bureaus had an attendance record of 31 percent. The lowest bureau had an attendance record of 19 percent compared to 67 percent in the case of the highest.

Executive committee meetings were better attended than were meetings of the entire board. This is due to the practice in many counties of selecting executive committee members residing near the Bureau headquarters. Many bureaus have adopted the plan of using the executive committee on all routine matters. By holding fewer board meetings and considering only the most important subjects they are able to secure a larger attendance at such meetings as are held.

Members of executive committees had an average attendance record of 69 percent. The highest attendance was 100 percent, the lowest, 51 percent. The average attendance of the executive committee men for the nine most efficient was 84 percent, and of the nine least efficient, 63 percent.

If we combine the data on administration by adding the board and executive committee figures we find that the average bureau has an administrative index of 58; the nine least efficient, 47; and the nine most efficient, 71.

It is safe to assume that any bureau with a large membership working through a faithful and energetic board will employ capable agents of forceful personality and a competent clerk; will provide a roomy well equipped office quarters as the bureau ^{headquarters} and will have the bureau cooperate with all existing organizations. Since these factors are the result of a large and enlightened membership expressing itself through directors who take their work seriously further discussion of these points is omitted.

To work most effectively it is necessary for the board to outline in advance a definite program of work adapted to the needs of the county, suited to the desires of the people, and distributed in proportion to the rural population. In considering the program of work the accomplishments for 1918 as well as the program for 1919 have been taken into account. The average farm bureau reaches

16 percent of its rural population through meetings; the nine most efficient reached 19 percent; and the nine least efficient, 11 percent. The least efficient bureau reached but 1 percent, while the most efficient bureau reached 36 percent. These figures may be misleading because of the difference in intensity of the contact. The 36 percent might have been reached only in a superficial manner, while the 1 percent might have been largely local leaders undergoing training for a comprehensive program. In the long run the latter policy might result in greater accomplishment.

As has already been intimated the efficient farm bureau is a county wide institution. In 1918 the average farm bureau reached 78 percent of the townships; the nine most efficient, 78 percent; and the nine least efficient, 73 percent. The least efficient bureau reached but 22 percent of the townships and the most efficient one reached them all. In 1919 we find substantially the same relationship existing though the average of all bureaus is slightly higher.

The average bureau visited 54 percent of its members, the nine most efficient, 67 percent; and the nine lowest, 39 percent. The most efficient bureau visited 100 percent of its members as contrasted to 21 percent for the least efficient. When we consider the percent of members served by personal visit, letter, phone or office call we learn that 72 percent were reached in the average bureau; 87 percent, in the nine most efficient; and 67 percent, in the nine least efficient. One bureau served all of its members while the least efficient one served 36 percent of its members. To interpret this statement accurately it would be necessary to take into consideration to some extent, the degree of service but we have no data which will show this.

By adding the five items under program and dividing by five we arrive at a program index which shows considerable variation for different bureaus. The program index of the lowest bureau was 34 percent, of the highest, 77 percent.

We may now express our membership index, administrative index, and program index in a single figure or farm bureau index by adding the indices mentioned and dividing by three. The average farm bureau has an index of 53; the nine most efficient, 61; and the nine least efficient, 44. The least efficient farm bureau has a farm bureau index of 36.

If we assume that farm bureau index is a satisfactory measure for the efficiency of the farm bureau as a county wide institution the question arises as to how we may increase the efficiency of this index. The answer is simple. We must first increase the efficiency of our membership, of our administrative bodies, and finally our program.

Membership efficiency may be increased by enrolling more members who are farm operators. A few counties which have put over membership plans with the assistance of the federation would have membership indices of 85 to 90.

Administrative efficiency can be increased only by convincing directors that it is worth while for them to be present. It is hoped that this factor may at once be greatly improved because of the increased responsibilities incident to the enlarged membership. The farm bureau is a democratic institution deriving its strength from agricultural people primarily. If the members do not take a genuine interest in the organization through active and alert directors the bureau will succeed but partially.

Program efficiency can be increased by having the people, themselves, acting through their representatives, make a definite program which emphasizes the development of those enterprises which will contribute most to increasing the net income of the farm. State Leader Coffey of Illinois, make a significant statement when he alluded to a remark made by a county agent. You will recall that this agent said "Our board of directors have decided that we can do most for our county by getting in mind a few big things and concentrating on them." The field is large; there are a hundred things to do; which are the most important. The summary page of the farm business record will aid in deciding this matter. The program should reach every section of the county. It must provide for group service instead of individual service, if all are to be served. Let no one forget that all are entitled to some service whether members or non members so long as funds derived from taxation go to the support of the bureaus. For this reason the increased amount of funds contributed voluntarily by local people does not increase the obligation of the farm bureaus in the same proportion as it quickens the conscience of the directors. Let us remember, moreover, that "when the tumult and the shouting die" following our membership campaigns that there is only one thing that will enable the bureau to retain the new members. That one thing is SERVICE.

Hand in hand with the service that farm bureaus are daily rendering the matter of records as a factor in efficiency must be considered. If the farm bureau is efficiently rendering large service the public should be informed. The farm bureau cannot be accused of vanity if it declines to hide its light under a bushel. Records of work accomplished serve as the basis for honest and honorable publicity. There is still another reason why records are needed. It has been pointed out that the farm bureau will find difficulty in serving all of its people. Then surely it is advisable for the bureau to study carefully through accurate records the efficiency of various methods of conducting its work, so that it may use its efforts in the most efficient manner.

PRESENT DAY HOME DEMONSTRATION WORK.

by Miss Neale S. Knowles.

The old-time home economics extension work had for its prime object the creating of interest in the study of home making. For that reason the work was presented in as graphic a manner as possible. Demonstration illustrative material, including charts, posters and equipment, was a great help in interesting classes. While the work was primarily inspirational, we are convinced that many facts were presented in such a way as to make lasting impressions. However, the chief weakness in that type of presentation lies in the fact that there is no definite organization; there is no active local leadership; there is no definite plan for collecting data on results.

It is the aim of the present plan of the home economics extension work to stress those very points that were not stressed in the beginning of extension work. The home demonstration agent plan depends for its success upon a definite working organization in each community; the success of which depends upon the active local leadership; it depends upon a definite well thought out program of work.

Present national needs are so outstanding that our program of work is very clearly outlined at the present time. It must include:

1. Thrift: This project is presented by means of lessons, literature, exhibits, demonstrations on household accounts and on the keeping of personal accounts not only for the adult, but for the boys and girls. A very close cooperation exists between the home demonstration agent's activities along this line and the activities of the National Thrift Committee and the State Thrift Committee.

2. Food Study for Nutrition and Economy: Definite data with regard to national health conditions, both adults and children, have opened the eyes of both men and women to the vital necessity for a more intelligent understanding of the use of food in body building. Both men and women are deeply interested in food study, not only for the sake of health, but for the sake of stretching the dollar. This project is carried on by means of food classes, food exhibits, food lectures and the distribution of literature. The old-time demonstration has no place in the interests of the present day men and women. Demonstrations are simply for the sake of illustrating fundamental principles. Bulletins and leaflets are distributed at the rate of about 40,000 per year.

3. Clothing: This project includes, short cuts in sewing, clothing thrift, and costume planning. It has to do with economy and efficiency as well as increased attractiveness and suitability. This work is carried on by means of demonstrations, talks, exhibits and the distribution of literature.

4. Milk and Milk Products: The increasing appreciation of milk as an indispensable food makes this project one of vital importance. The work meets with a hearty response from parents, teachers and all health organizations. It has been presented through intensive campaigns, "All Milk Week", and the "Milk Essay" contest. It is also presented through talks, exhibits and demonstrations at schools, fairs, clubs, and in small groups.

5. Poultry Culling: The rapid increase of tuberculosis among poultry flocks has aroused great interest in this project. Home demonstration agents are taking very active part in cooperating with the specialists in this line of work.

6. House Furnishing: A knowledge of the underlying principles of any line of work insures increased efficiency. This is as true of the subject of house furnishing as in any other case. A knowledge of the underlying principles of house furnishings makes it possible to secure more of good taste and comfort with the dollar than one could possibly do without this knowledge. Both men and women are showing great interest in this project.

7. Household Conveniences: In these days when a servant is almost an unknown quantity, the housewife must study her equipment and save time and energy by the increased use of labor-savers and by the more satisfactory arrangement of her kitchen. This project includes a study of all of the labor-savers that are of value to the housewife.

8. Hot School Lunch: Recent investigations are convincing with regard to the increasing evidence of malnutrition in school children. The hot school lunch is looked upon by both parents and teachers as being a means of increasing the comfort, health and mental efficiency of the school child.

While other projects are selected by some communities, these mentioned are among those most frequently selected. The success of home demonstration agent work is very largely due to the hearty cooperation which it receives from the organized agencies in the county. Some of the most valued lines of cooperation are the county and school nurse, county superintendent, city superintendent and teachers, librarians, town and rural clubs, the State Health Department, the State Tuberculosis Department, the State Dairy Council, State Dept. of Public Instruction. These are only a few of the agencies which, through their hearty cooperation, help to give strength to the work.

The chief aim of the home demonstration agent and the home demonstration agent management is to stress the fact that their work plays an important part in the success of the farm bureau plan. The farm bureau is a family organization and as such depends for its success upon the activities of men, women and children. In order to do her part, the home demonstration agent must have a broad vision of the plan and purpose of the big organization. She must understand and appreciate the importance of the man's work as a part of the effort to improve home and community conditions. She must understand and appreciate that the woman's work is carried on as a part of that same effort to better home and community conditions. She must not fail to appreciate the importance of the boys' and girls' club work

in order to round out and perfect the big idea of the farm bureau as a family organization. At this stage of our progress, it is of vital importance that women in each community appreciate their responsibility in the success of this organization and accept such local leadership as is necessary to make the women's work a success.

The successful home demonstration agent is an organizer who sets the work in motion and stands back of it so far as is necessary to keep each project moving. That work cannot succeed unless the women in each community accept their share of local leadership.

PURPOSES AND AIMS OF CLUB WORK

by Mrs. Elizabeth-Deits Jones.

It is necessary, on account of the changes which take place in the personnel staff of extension workers, that the purposes and aims of club work be presented from time to time to all engaged in carrying out the club program by those persons or leaders responsible for its success.

Since all extension workers, including specialists, are engaged in the work in a more or less degree, it becomes necessary for them to keep in mind the goal to be reached through offering this type of education to boys and girls.

First of all, what is club work? The correct definition is hard to find; it is broad in its scope and far reaching in its effect and lays the foundation for usefulness and service in the lives of boys and girls. It differs from school work in two very distinct ways: by coupling the instruction in the schoolroom with the life of the home and reveals to the boy and girl the real purpose of education that of fitting oneself for home life and community service and is in itself voluntary individual work, all of which is done in the home.

Club work aims to interest boys and girls in better methods of agriculture and home making and to offer training which will make practice possible; to teach them to demonstrate to their community and to others the principles which they have learned; to socialize the individual through the club group at club meetings.

These club meetings offer boys and girls an opportunity to meet together where they can search out the problems entailed in the successful carrying out of their club enterprises and enables them to arrive at decisions which give the solution to these problems. In other words, it develops analytical minds.

Some folks have a wrong conception of the purposes of the club meeting, thinking these are purely for the purpose of being entertained and will offer the objection that the boys and girls do not need this type of entertainment, citing the parks, play-grounds and moving picture shows as sufficient for their needs.

The club meeting has an altogether different purpose; it offers an opportunity for training in social service, the business side where the routine of the organization is carried out, the demonstration side, either by club members, their club leader or specialist from the State College; and last the entertainment side where plays, games and songs are introduced.

The plays and games side should be introduced in such way as to emphasize the contest side. It should be distinctly different from those learned at school and should be of such nature that all boys and girls take part in the exercises. When this plan is followed leadership is often developed within the club group itself.

Any real leader will lose himself in developing leadership among these boys and girls. The "four square" education in club work is production, brought about through interest, individual ownership and training; demonstration of methods learned through instruction and socialization through the club group.

If we lose sight of demonstration and socialization in club training we offer the boy and girl a "one sided education in his club work." The production side of this training is the least valuable as far as the development of the individual is concerned. When club work is carried out in full under the plan which the master mind conceived for it, you will have in a few short years of time, communities built up of respectfully, law abiding, self-sustaining citizens who are trained to take their place in the community, state, nation and world as leaders of world problems for the benefit and happiness of mankind.

Remarks by Mr. C. W. Hunt of Logan, Iowa.
Vice President, Iowa Farm Bureau Federation.

Iowa should be proud of the men who have made the business for her to be at the top in this movement. We have developed the leader who has been chosen as head of the national organization. Mr. Howard has the ability to bring the different factions of a meeting to a harmonious conclusion.

In the past, people have been prone to think that all good things end with the terminals of the city. If agriculture is to live and prosper, the farmer must have a fair wage with a reasonable return for his labor, and a profit that will provide for more than the bare necessities of life. The farmer will equip his home with modern conveniences and comforts; he will have a bathroom in his house, running water, good lights and all these things if his business is profitable.

We must study marketing and figure out the cost of production. We are not going to destruction, but we want to be careful. The farm bureau movement will be the salvation of farming in America. The federation is built on solid rock--built from the ground up and will stand if we bring results that will mean good comfortable living, and fair prices for products.

Remarks by Mr. Earl J. Trosper, Organizing
Secretary Cooperative Live Stock Shipping Association

The Cooperative Shipping Association movement extends thru the south and as far east as the Atlantic. It is the most popular cooperative movement in the United States. The shippers association is backed by the cooperative elevator organization; it is supported by all cooperative shippers, including the Union, Equity, etc. Up to the present time the shipping associations have not given special attention to the terminal arrangements. District conferences will be held in the near future for the purpose of explaining the movement, and to effect state wide organizations and a national shipping association.

Remarks by Mr. G. N. Coffey
State Leader of Illinois

Work in Illinois started in two counties, June 1, 1912. We now have sixty-nine county agents working, and four more counties are ready to select men. We have one hundred and two counties, and seventy-four counties have farm bureaus. In one case two counties are combined. The work has developed very much along the same plan as in Iowa. Agricultural conditions are similar. We have two annual conferences in the year, in January at the time of the short course, and at commencement time in June. We held five district conferences this fall.

The big question now is, how are we to handle the large membership. Iroquois County now has twenty eight hundred members. We must have more or less of a personal contact with men to keep up interest. Business men have found this out, and are sending out traveling men. We must work out some plan of getting personal interest thru group meetings or office conferences. If we are going to get our work done we must give considerable thought to our plan of work and have it organized. We must work on a few of the most important problems in the county and not on a lot of miscellaneous problems.

Relationship to other organizations is important. The county agent's job is not so much doing things for the farmers as it is helping them to do things themselves. We must put more emphasis upon the economics side of agricultural education. We ought to think of these things, not only in terms of increased profits, but better living on the farms.

Remarks by Mr. G. L. Caswell, Secretary
of the Iowa Press Association.

Mr. Caswell states that in certain instances there exists some alarm among the newspaper men on account of the appearance of what some have regarded as competition. The newspaper business represents a large investment. There are about seven-hundred newspapers in the state, four-hundred of which are in the association. The papers are 99 percent American, and working for the best interests of the state. They are very largely tied up with farming interests and they serve a constituency that is very largely agricultural. The agricultural interests should appreciate the value of newspapers. The papers are now backing up the federation drive.

Most of the county agents are cooperating in every way possible with the county papers. Some agents, however, have the idea that they ought to be first class editors. The influence of the papers is, however, more valuable than your own articles in bulletins.

At present, the newspapers are having a hard struggle for existence. The average newspaper must have five to ten cents a line for ads to come out even. They can't make newspapers to compete with newspapers put out by the tax payers money.

You are the instruments through which county funds are being disseminated for the benefit of the country community. You should not try to compete or oppose the newspapers with their legitimate investment. I will promise to undertake to get any real cooperation in your county.

FARM BUREAU FEDERATION DAY

Outline of Address by Mr. J. R. Howard, President
of the Farm Bureau Federation

The foundation of this whole farmers' movement rests upon the individual man on the farm. This movement is giving you a membership which you as employed agents must serve. The attitude of agricultural journals and the Department of Agriculture has been too much along lines of educating farmers. With good economic returns, the farmer will have the improvements of his own choice.

There is a shortage of labor and we must use our brains more. We are going to have more competition than we have ever dreamed of. The corn area has been extending north and south.

The south is gaining on us in hog production. There is no need to make two ears of corn grow where only one grew before, unless there is an economic demand.

The government should gather up statistics on supply and demand. The money spent in agricultural colleges is not primarily for the interests of the farmer, but for the interest of all and really helps the other fellow first. Our big job is to educate the country to see that the farmers benefit is the benefit of the city man also. The farmer should have the right to collective bargaining.

The national farm bureau is not going to affiliate with any other organization. They are, however, willing to cooperate. We urge loyalty to farm bureaus. We stand for the equal rights of the different classes to combine. We are for well paid American labor. We abhor any system of tenant that rapidly reduces soil fertility. One place where county agents do the most good is in the close study of soil problems. Good soils, good schools and country churches are the big things in rural life at this time.

Outline of Report by Mr. J. W. Coverdale
Secretary of the Iowa Farm Bureau Federation.

We have learned the value of organization. It will be only five weeks until eighty percent of the farmers of Iowa have been seen. This means an educational campaign greater than has ever been carried out before. The first membership drive started in Hardin County, September 22d. The average membership in twenty-six counties now is twelve hundred. The question remains as to what we will do with the twenty percent not seen.

One hundred and fifty-nine men are in the field doing membership work this week and one hundred seventy-eight will be working next week. We need your help to put this thing over by December 20th. Get some of your best men loose for work in other counties. If every county agent will give two weeks time, or furnish two men not already on the pay roll of the federation, we can put this thing over by December 20th.

We will go over the territory again, beginning January 4th, with about a third of the best men who are on the job at the present time. County agents should arrange a meeting in every township in the county. A man will be provided to assist in organizing the townships by township groups, and to conduct the election of the directors and cooperators. Bring in every man to these meetings who was missed in the original drive. We believe the campaign will result in 175,000 members for the state of Iowa. Other states are taking up the matter of organization along similar lines.

The farm bureau federation is publishing the farm business record books this year. 40,000 copies are being printed and of these, 14,000 have already been ordered. People connected with the farm bureau work are to be congratulated in what they have before them, the biggest job they have ever done in their lives.

Outline of speech by Mr. J. E. Wooters
Assistant County Agent Leader

Mr. Wooters outlined in brief the plan of the Farm Bureau Membership campaign, emphasizing the need of additional men to help with the work. Much of the success of the campaign within the counties depends upon thorough preparation beforehand. See to it that your drivers are adequately provided for; give the campaign publicity; and report to the federation office any good men in your county who can get away to assist in other counties. Mr. Wooters also reported in the work that had been done to date.

Growth of Home Demonstration Work

by Miss Florence Ward.
U. S. Dept. of Agriculture.

In 1916 there were four home demonstration agents. July 1, 1917 there were only seventeen. During the following year the war emergency appropriation provided for nearly a thousand home demonstration agents. The work of these agents and the service they rendered received the commendation of Herbert Hoover and the Council of Defense.

The home demonstration agents had worked and had not advertised. Therefore, the work slackened a little at the end of the war leaving about three hundred in the field.

We are now working on a peace program -- a program of self determination by the people cooperating with the colleges and the United States Department of Agriculture. We have met the challenge of being efficient workers. The war will be a stimulus to home demonstration work as the Civil War was to agriculture.

The home demonstration work is going to meet a definite need which no other organization can do -- the home is the big vital element in country life -- the work in Iowa is as well organized as in any state from the standpoint of local organization.

Women have the ballot and they are going to watch the work more closely and ask for funds. I hope for the family type of farm bureau in every state.

Little study has been given to the study of the farm home. Under Roosevelt's administration the Secretary of Agriculture sent out 50,000 letters to farm women to gather suggestions. This is the third attempt to study farm women. 8,729 questionnaires were returned. They showed that only 33 percent had running water in the kitchen, and only forty six percent had power on the farm. 38 percent of the women did milking. 21 percent had power equipment. 57 percent had washing machines. 95 percent had screen doors and windows. The work of the farm women averaged 11 3/4 hours per day, with only 1 3/4 hours of rest during work hours. Only 14 percent had an annual vacation. The tabulations when completed will point to some of the vital problems among farm women.