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Pointing the Ways to New Opportunity

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pointing the ways to new opportunity

A PROGRESS REPORT OF THE COOPERATIVE EXTENSION SERVICE OF SOUTH DAKOTA STATE COLLEGE

For 46 years South Dakotans and people throughout the United States have been provided a unique kind of out-of-school learning opportunity. It is made available through the Cooperative Extension Service, a partnership undertaking of the state land grant colleges and the U. S. Department of Agriculture, cooperating with local people through county commissioners and Extension advisory boards.

The Cooperative Extension Service was established by the Smith-Lever Act in 1914. In South Dakota it is administered by South Dakota State College, but it is a separate section with a separate staff and budget from the Experiment Station or the College teaching program.

Its task is to provide a distinct kind of informal education directed to solving everyday problems and helping people take advantage of new opportunities through individual and community action. Most Extension work falls into three general areas—agriculture, home economics, and 4-H. However, in addition to working with rural people, the Cooperative Extension Service is called upon more and more to assist nonfarm families as well.

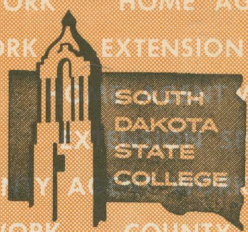
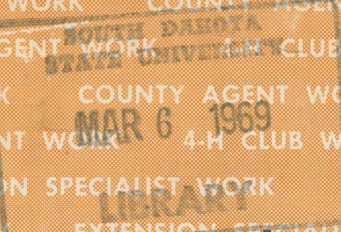
MANY SOUTH DAKOTANS PARTICIPATE

Over half the boys, girls, fathers, and mothers in South Dakota participated in one or more of the many different out-of-school learning programs of Extension during 1959. Eighteen thousand boys and girls were active in 4-H Club work. Nearly 19,000 homemakers were members of home demonstration study groups.

County agricultural agents, assisted by Extension subject-matter authorities, held over 7,000 educational meetings with an attendance of 301,271.

Men and women Extension agents made 31,121 farm and home calls; they had 127,479 office visitors seeking information and handled 112,925 telephone calls. In addition, they conducted hundreds of field demonstrations. They prepared over 15,000 news arti-

By John T. Stone, Director, Cooperative Extension Service



cles and radio and television broadcasts and distributed nearly 400,000 educational bulletins on subjects ranging from meal planning to new crop varieties to staking our claim to the waters of the Missouri River.

It's almost impossible to measure the true value of education in dollars and cents. But the rancher, who in 3 years through the progeny testing program increased the weight of his feeder calves an average of 40 pounds, made a better income for his family. The homemaker with a more efficient kitchen is grateful to Extension training. A lesson was learned by the 10-year-old 4-H Club boy who turned to his local leader as they returned from the fair and said, "I didn't do so well, did I? But wait until next year."

Benefits to the people of the state could be in the millions of dollars if they organize subconservancy districts to put to use waters of the Missouri River. Extension workers are conducting an intensive educational program on this topic.

The Extension Service has also cooperated on educational programs with many agencies and organizations. Some of them are the State Weed Board, Sanitary Board, Department of Agriculture, Health Department, Crop Reporting Service, Crop Insurance Corporation, Soil Conservation Service, Forest Service, Industrial Development and Expansion Agency, Water Resources Commission, Agricultural Stabilization and Conservation Program, Farmers Home Administration, schools, feed companies, and processing firms.

LOCAL PEOPLE HELP PLAN PROGRAMS

Extension program planning is a cooperative effort of local people with the help of the professional staff. Educational plans of work are developed annually in every county of the state with special interest groups, such as the beef producers, wheat farmers, wool growers, dairy farmers, community councils, home demonstration groups, 4-H Club leaders.

Extension boards in each county review the plans and determine work priorities for county agents. Area and state work plans are then developed to support the

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no. 1 county plans through agent training, preparation of literature, and special program assistance.

TO EMPHASIZE NINE AREAS OF WORK

Nine areas of major concern to the rural people of the state will receive special emphasis as the Cooperative Extension Service refocuses its state-wide educational efforts. This program was arrived at after consulting with thousands of people throughout the state and is based on analyses of the problems and opportunities of South Dakota citizens in the 1960's.

● Continue to Strengthen the 4-H Youth Program

The Extension-sponsored 4-H Club programs will continue to provide out-of-school learning opportunities and practical experience for boys and girls. Changes in the 4-H work projects are planned as technology and the occupational opportunities for youth change. More emphasis is planned on career exploration, and attention is being given to more adequately recognize the developmental needs of different age groups: 9-11, 12-14, 15-21.

Four-H literature is being revised to be more helpful to local volunteer leaders.

This is part of an all out effort to encourage more adults to share this responsibility and make 4-H Club experiences available to even more young people.

● Encourage Better Home and Family Living

The fast changing patterns of modern-day family living creates many new problems home economics knowledge can help solve. It is one thing to make money, another to spend it wisely for better home and family living.

Homemakers are faced with a bewildering number of choices in what to buy and how to make the best use of their time and be a good mother, a better housekeeper, civic leader, and, in an increasing number of families, work outside the home. These are some of the concerns that will be studied in the home demonstration groups. Home demonstration agents plan to give special attention to the problems of young homemakers as they begin the families of tomorrow.

● Promote Efficient, Competitive Production and Better Business Management of Farm and Ranch

In the fast changing times ahead, individual decisions of South Dakota farmers and ranchers will largely determine their ability of compete with producers in other regions of the country and with industry-like farming organizations. If the family owned and operated farm and ranch is to survive, it is imperative the production costs per pound, ton, or bushel be kept to a minimum. And a quality product, timed to the changing market demand must be produced. In spite of some surpluses nationally and unfavorable prices of

some commodities, South Dakota's agriculture cannot afford to lag in adopting the latest technology.

A primary task of Extension workers is to bring farmers and rancher the latest scientific findings of agricultural research. They help these people interpret and apply this knowledge to their individual operations as a means of earning a better family income. Special emphasis is planned on helping farmers and ranchers become better business managers, able to make sound decisions relative to expansion, specialization, automation, alternative enterprises, and the use of credit.

● Develop New and Better Marketing Methods

Paralleling efficiency in production is the necessity to develop efficiency in marketing, distribution, processing, and utilization of agricultural products. Farmers and ranchers are fast becoming interested in studying ways to improve their marketing position.

We believe South Dakota has a real opportunity to get more for its products and create more job opportunities through additional processing to meet new market demands. For this reason Extension educational programs will continue to put more effort on marketing, with farmers, their cooperatives, and private marketing and processing firms to help them solve the complex problems brought about by the fast changing food marketing structure.

The rapid expansion of the dairy industry is to a significant degree the result of an intensive dairy production and marketing educational program. Progress is also being made in solving some of the critical poultry marketing problems, and there is much that can be done in livestock, cash grains, and horticultural products.

● Advance Town and Country Economic Development

The welfare and prosperity of town and country is closely linked. It is the whole community that is faced with the problems of supporting schools, churches, services, and local government, of providing employment for the youth, and meeting the tax bills as the number of tax payers gets fewer and fewer.

We can ignore these mounting problems of our rural communities or take a hard look at them, explore all possibilities for economic development, decide on a plan of action together, and go to work.

The Extension Service is prepared to help communities that want to help themselves. Many communities are becoming concerned, and as local interest grows, we plan to expand our educational efforts in this area to complement the action being taken by other public agencies and private organizations.

Major attention will be given to opportunities for expansion that can come from within the community

by taking advantage of local resources. Examples are increased livestock feeding, processing more of our farm products within the state, developing new water resources. Community income in many areas can be increased from recreation, off-farm services to agriculture, irrigation, and specialty crop production together with light industry that can take advantage of our particular labor supply.

Backed by experience being gained nationally in rural development programs, Extension workers have proven their ability to assist communities to find solutions to many of their problems. They teach the people how to analyze their situation, explore alternative possibilities, and organize for action.

● **Encourage Conservation and Development of Our Natural Resources**

A continuing need exists to bring about a fuller understanding of the relationship of wisely managed natural resources to both the general public welfare and the continuing welfare of persons managing such resources. This is especially true of the development of the great potential water resources of the Missouri Lakes.

The Extension Service will continue to conduct educational programs in this area in support of other state and national programs, particularly as they relate to the conservation and wise use of the land, our greatest natural resource.

● **Develop Local Leadership**

One of Extension's major contributions has been and will continue to be the development of local leadership. This is accomplished by encouraging people to accept responsibility, giving them training, and providing worthwhile opportunities for them to serve their community. As an educational agency the growth of people and the improvement of their abilities, skills, knowledge, attitudes, and wisdom to make sound decisions is the final measure of accomplishment.

● **Stimulate Discussions of Public Policy Issues**

People are requesting more unbiased information on public policy issues as national and international affairs more directly affect their lives. In response to this interest, the Extension Service plans to provide more information by which they can analyze public issues and more intelligently exercise their responsibilities as voting citizens.

● **Conduct an Extension Educational Program with Indian People**

Under a special contract with the Bureau of Indian Affairs, the Cooperative Extension Service is conducting an intensive educational program. It is designed specifically to meet the needs of the Indian population,

located mainly on five reservations.

COUNTIES MAKE MORE DETAILED PLANS

The broad areas of educational program emphasis are but a planning guide in staffing, preparing information materials, and agent training on a state-wide basis. In each county a much more specific plan is, of course, needed to guide the work of the local Extension staff.

Experience has proven that in a single year more real progress is made if but two, three, or four major educational programs are attempted. This is because of the many demands on every agent's time to assist individuals and groups with unanticipated problems. At the same time if goals and a plan of action are not set, if priorities are not decided on, the Extension program in the county can drift aimlessly.

EXTENSION SERVICE IS RESPONSIBLE TO THREE LEVELS OF GOVERNMENT

The Cooperative Extension Service is different from other governmental agencies in that it is financed by and responsible to three levels of government—county, state, and federal. This makes it difficult to diagram or describe, yet the cooperative nature of its organization gives it strength and a responsiveness to the will of the people (see charts 1 and 2).—

Federal monies are appropriated to Extension through the U. S. Department of Agriculture. They are allocated to each state on a formula based on farm and rural population, provided state appropriated funds are made available to match the federal grants.

Nationally the responsibility for the use of these monies is the administrator of the Federal Extension Service; in the states this is the responsibility of the director of the Cooperative Extension Service of each state land grant college. Extension budgets and operations must legally be administered separately from the teaching and research programs of the college and justified by an annual federal audit of funds and project agreements.

However, in order to coordinate the total program of State College, the director of Extension in South Dakota is responsible to the dean of agriculture, the president, and the Regents of Education under a memorandum of agreement with the U. S. Department of Agriculture. Cooperative arrangements for the employment of county Extension agents are worked out for local financing and programing between the director or his representatives and the county Extension boards, acting for the county commissioners in each county.

The professional staff of the Cooperative Extension Service is made up of 180 experienced and highly trained men and women. One hundred and twenty-

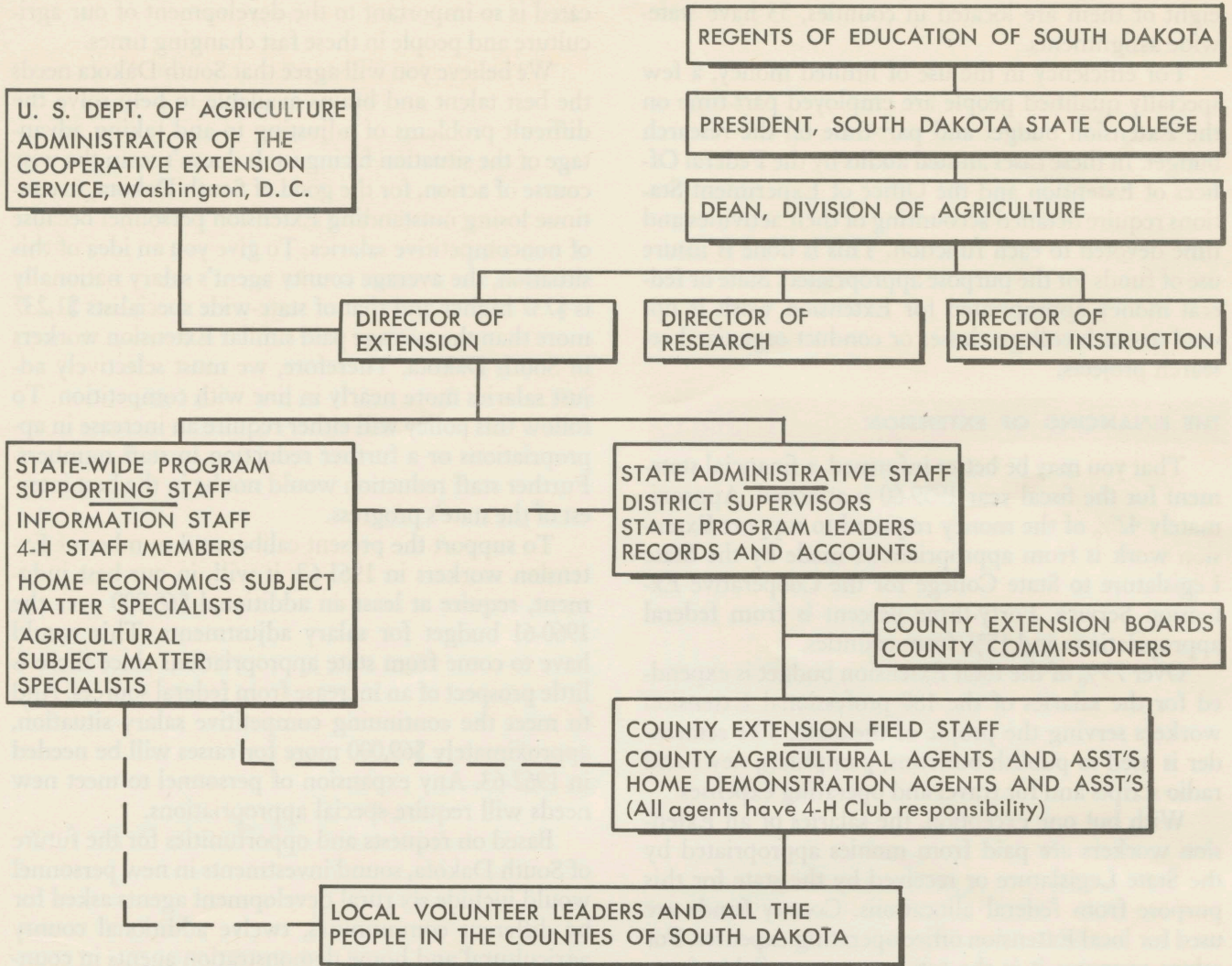


CHART 1. Organization of the Cooperative Extension Service of South Dakota State College

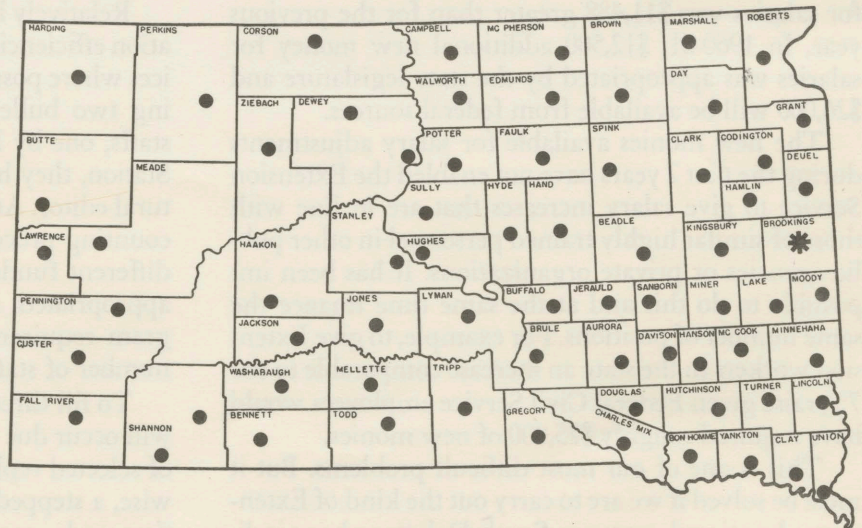


CHART 2. Location of South Dakota State College and the County Extension Offices

eight of them are located in counties, 53 have state-wide assignments.

For efficiency in the use of limited money, a few specially qualified people are employed part-time on the Extension budget and part-time on the research budget. In these cases annual audits by the Federal Offices of Extension and the Office of Experiment Stations require detailed accounting of their activities and time devoted to each function. This is done to insure use of funds for the purpose appropriated. State or federal money appropriated for Extension work is not used to teach college classes or conduct organized research projects.

THE FINANCING OF EXTENSION

That you may be better informed, a financial statement for the fiscal year 1959-60 is attached. Approximately 42% of the money required to support Extension work is from appropriations made by the State Legislature to State College for the Cooperative Extension Service. Forty-three percent is from federal appropriations and 15% from counties.

Over 75% of the total Extension budget is expended for the salaries of the 180 professional Extension workers serving the people of the state. The remainder is used to publish bulletins, pamphlets, news and radio scripts and for travel and operating expenses.

With but one exception, the salaries of all Extension workers are paid from monies appropriated by the State Legislature or received by the state for this purpose from federal allocations. County funds are used for local Extension office operating expenses. For salary purposes it is the total money available from both state and federal funds each year that determines the number of positions that can be financed and the annual salary adjustments that can be made to the staff.

In 1959-60 the total appropriated money allocated for salaries was \$11,488 greater than for the previous year. In 1960-61, \$12,500 additional new money for salaries was appropriated by the state legislature and \$26,000 will be available from federal sources.

The new monies available for salary adjustments during the past 2 years have not enabled the Extension Service to give salary increases that are in line with those of similar highly trained personnel in other public agencies or private organizations. It has been impossible to do this and at the same time finance the same number of positions. For example, to give Extension workers in the state an increase comparable to the 7% raise given Federal Civil Service employees would have required roughly \$75,000 of new monies.

This is one of our most difficult problems. But it must be solved if we are to carry out the kind of Extension educational program South Dakotans have indi-

cated is so important to the development of our agriculture and people in these fast changing times.

We believe you will agree that South Dakota needs the best talent and brains available to help solve the difficult problems of adjusting to and taking advantage of the situation facing us. It doesn't seem the wise course of action, for the good of South Dakota, to continue losing outstanding Extension personnel because of noncompetitive salaries. To give you an idea of this situation, the average county agent's salary nationally is \$737 higher and that of state-wide specialists \$1,237 more than the average paid similar Extension workers in South Dakota. Therefore, we must selectively adjust salaries more nearly in line with competition. To follow this policy will either require an increase in appropriations or a further reduction in staff numbers. Further staff reduction would not be in the best interest of the state's progress.

To support the present caliber and number of Extension workers in 1961-62, it will, in our best judgment, require at least an additional \$68,900 over the 1960-61 budget for salary adjustments. This would have to come from state appropriations since there is little prospect of an increase from federal sources. And to meet the continuing competitive salary situation, approximately \$69,000 more for raises will be needed in 1962-63. Any expansion of personnel to meet new needs will require special appropriations.

Based on requests and opportunities for the future of South Dakota, sound investments in new personnel would include six rural development agents asked for by different communities, twelve additional county agricultural and home demonstration agents in counties now ready to finance their share of the cost, a range management specialist, two area livestock marketing agents, and a plant pathologist.

ORGANIZATIONAL AND PERSONNEL CHANGES

Relatively little savings can be made through operation efficiencies, but we have tried to consolidate services where possible. For example, instead of maintaining two bulletin rooms and two separate editorial staffs, one by Extension and one by the Experiment Station, they have been combined under one agricultural editor. At the same time special cost and time accounting procedures were set up to insure the use of different funds for the purpose for which they were appropriated. Also, after careful study of future program requirements, the specific responsibilities of a number of staff members have been redirected.

To fill three key supervisory positions that have or will occur due to retirement, plans for special training of selected replacements have been worked out. Likewise, a stepped up in-service training program is getting under way for county agents so they will be in

position to give leadership in new educational program areas as times change. In this regard, the willingness and ability of your Extension staff members to look ahead and prepare themselves to meet new challenges with your encouragement and guidance deserves special commendation.

WORKING RELATIONSHIPS

During the past year under the leadership of President Briggs and Dean Bentley, the finest of working relationships have existed among the Extension Serv-

ice, the Experiment Station, and the teaching divisions of State College. Also, the real teamwork developed during the year among other state and federal agricultural agencies serving the people of this state is most gratifying, and plans are under way to further strengthen our cooperative efforts.

In the years ahead we hope the influence of county Extension advisory boards in local Extension program development will be even greater than in the past. By working together as partners in South Dakota's development there is no limit to what can be accomplished.

FINANCIAL STATEMENT

Source of Funds Supporting the Cooperative Extension Service—Fiscal Year 1959-60

State Legislative Appropriations	\$ 703,000.00
Federal Appropriations	710,293.00
Federal Smith-Lever	\$580,493.00
AMA—Marketing	2,800.00
Bureau of Indian Affairs Contract	127,000.00
County and Other Local Funds	246,930.00
County Commissioners	240,000.00
Other	6,930.00
Total Available Funds	\$1,660,223.00

The way appropriations to the Cooperative Extension Service were used

State and Federal	
Salaries	\$1,390,293.00
County Agricultural Agents	\$539,026.00
Home Demonstration Agents	268,374.00
General Administration and	
Records and Accounts	36,348.00
Information Services	37,592.00
Field Supervision	26,600.00
Program Leadership	31,648.00
Statewide Home Economics Specialists	31,176.00
4-H Club Department	35,412.00
Statewide Agricultural Specialists	191,878.00
Secretarial	54,462.00
Labor	8,000.00
Travel	78,000.00
Publications	20,000.00
Supplies and Equipment	31,777.00
Bureau of Indian Affairs Contract Money	
(Other than salaries)	\$ 29,000.00
Travel	20,000.00
Supplies, Equipment, etc.	7,800.00
Labor-Stenographic (9)	1,200.00
County Funds	\$ 240,000.00
Travel	86,000.00
Supplies	25,000.00
Equipment	9,000.00
Communications, etc.	8,000.00
Secretarial	112,000.00
Tennessee Valley Authority	
(Other than salaries)	930.00
Total Expenditures	\$1,660,223.00

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