Attitudes and Opinions Relating to the 4-H Junior Leadership Program in South Dakota

John F. Younger
ATTITUDES AND OPINIONS RELATING TO THE
4-H JUNIOR LEADERSHIP PROGRAM
IN
SOUTH DAKOTA

by

John F. Younger

A Thesis submitted to the faculty of South Dakota State College of Agriculture and Mechanics Arts in partial fulfillment of the requirements for the Degree of Master of Science

December, 1955
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This thesis is approved as a creditable, independent investigation by a candidate for the degree, Master of Science, and acceptable as meeting the thesis requirements for this degree; but without implying that the conclusions reached by the candidate are necessarily the conclusions of the major department.
ACKNOWLEDGMENTS

Appreciation is extended to the following persons for their assistance in the preparation of this thesis: to Dr. Robert M. Dimit of the Rural Sociology Department under whose guidance this thesis was prepared; to Professor Howard M. Sauer, Head of the Rural Sociology Department; to Dr. J. Howard Kramer, Head of the Education Department; and to other professors from these departments who have contributed valuable ideas and suggestions.

Appreciation is also extended to the county Extension personnel and to the several hundred local 4-H leaders who provided information in response to the questionnaires.

To the South Dakota State 4-H Club Staff I extend sincere appreciation for their cooperation in conducting and assisting with the Junior Leadership camps, pilot projects, and other activities relative to the Junior Leadership program in South Dakota.
I believe in the 4-H Club work for the opportunity it will give me to become a useful citizen.

I believe in the training of my HEAD for the power it will give me to think, to plan, and to reason.

I believe in the training of the HEART for the nobleness it will give me to become kind, sympathetic and true.

I believe in the training of my HANDS for the dignity it will give me to be helpful, useful, and skillful.

I believe in the training of my HEALTH for the strength it will give me to enjoy life, and to resist disease, and to work efficiently.

I believe in my country, my state, and my community, and in my responsibility for their development.

In all these things I believe, and I am willing to dedicate my efforts to their fulfillment.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of Tables</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>A Brief History and Development of 4-H Junior Leadership</td>
<td>1</td>
</tr>
<tr>
<td>Definition of Junior Leader</td>
<td>4</td>
</tr>
<tr>
<td>Objectives of Junior Leadership Program</td>
<td>4</td>
</tr>
<tr>
<td>Scope and Purpose of Study</td>
<td>5</td>
</tr>
<tr>
<td>Statement of Objectives and Hypotheses</td>
<td>6</td>
</tr>
<tr>
<td>Methodology</td>
<td>7</td>
</tr>
<tr>
<td>Selection of Sample</td>
<td>7</td>
</tr>
<tr>
<td>Collection of Data</td>
<td>7</td>
</tr>
<tr>
<td>Procedure in Analysis</td>
<td>8</td>
</tr>
<tr>
<td>Analysis of Data</td>
<td>9</td>
</tr>
<tr>
<td>Training of Junior Leaders</td>
<td>9</td>
</tr>
<tr>
<td>Capability of Junior Leaders</td>
<td>14</td>
</tr>
<tr>
<td>Success of Junior Leaders</td>
<td>17</td>
</tr>
<tr>
<td>Accomplishments of Junior Leadership Program</td>
<td>21</td>
</tr>
<tr>
<td>Conclusions</td>
<td>26</td>
</tr>
<tr>
<td>Recommendations</td>
<td>27</td>
</tr>
<tr>
<td>Selected Bibliography</td>
<td>28</td>
</tr>
<tr>
<td>Appendix</td>
<td>29</td>
</tr>
<tr>
<td>Appendix A</td>
<td>29</td>
</tr>
<tr>
<td>Appendix B</td>
<td>34</td>
</tr>
</tbody>
</table>
LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How do you feel about the opportunities offered for members to get Junior Leadership experience in your county or club?</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>How do you feel about the number of training schools now being held in your county for Junior Leadership training?</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>How do you feel about the number of members now attending Junior Leadership camp from your county?</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>How satisfactory have been the results in your county from the training which members received at Junior Leadership camp?</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>How do you feel about the age of 14 being required to become a Junior Leader?</td>
<td>13</td>
</tr>
<tr>
<td>6</td>
<td>Do adult leaders feel that Junior Leaders are capable of assuming responsibilities required of them?</td>
<td>14</td>
</tr>
<tr>
<td>7</td>
<td>Do you think your Junior Leaders are capable of conducting a successful county event by themselves?</td>
<td>15</td>
</tr>
<tr>
<td>8</td>
<td>How satisfied are you in the way Junior Leaders accept responsible assignments?</td>
<td>16</td>
</tr>
<tr>
<td>9</td>
<td>Do you feel Junior Leaders are given too much authority and responsibility in your county or club?</td>
<td>16</td>
</tr>
<tr>
<td>10</td>
<td>In your opinion, how many of your Junior Leaders are doing their job well?</td>
<td>18</td>
</tr>
<tr>
<td>11</td>
<td>How successful are the Junior Leaders in getting cooperation from the other members in your county or club?</td>
<td>18</td>
</tr>
<tr>
<td>12</td>
<td>How well do Junior Leaders keep the club members informed as to what the plans and objectives of the club program are?</td>
<td>19</td>
</tr>
<tr>
<td>13</td>
<td>How successfully have Junior Leaders served in your county or club as officers?</td>
<td>20</td>
</tr>
<tr>
<td>14</td>
<td>In your opinion, are Junior Leaders really performing a needed service in your county or club program?</td>
<td>21</td>
</tr>
<tr>
<td>15</td>
<td>Do you believe that the Junior Leadership program affects the length of time young people remain in club work?</td>
<td>22</td>
</tr>
<tr>
<td><strong>TABLE</strong></td>
<td><strong>TITLE</strong></td>
<td><strong>PAGE</strong></td>
</tr>
<tr>
<td>-----------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td>16.</td>
<td>Do you think the Junior Leadership program is being developed as well as it could be in your county or club?</td>
<td>23</td>
</tr>
<tr>
<td>17.</td>
<td>Do you feel Junior Leadership has strengthened your whole county or club program?</td>
<td>23</td>
</tr>
<tr>
<td>18.</td>
<td>How do you think your Junior Leadership program compares with those in other counties or clubs?</td>
<td>24</td>
</tr>
<tr>
<td>19.</td>
<td>How satisfied are you with Junior Leadership and its accomplishments?</td>
<td>25</td>
</tr>
</tbody>
</table>
ATTITUDES AND OPINIONS RELATING TO THE
4-H JUNIOR LEADERSHIP PROGRAM
IN SOUTH DAKOTA

INTRODUCTION

More than two and one-half million rural and urban boys and girls in
this nation are now members of one of the largest rural youth organizations;
namely, the 4-H Club. Adult leadership available has not been adequate to
serve this group; consequently, it has become necessary to call upon the
junior members of local organized 4-H Clubs to assume duties and responsi-

bilities in assisting with this leadership work. Over 1,500 of the 15,000
or more 4-H members in South Dakota are currently enrolled as Junior Leaders.

A BRIEF HISTORY AND DEVELOPMENT OF 4-H JUNIOR LEADERSHIP

Nationally, Junior Leadership programs date back to the year 1920 when
such programs began in a few of the eastern states. From the earliest days
of 4-H Club work, winners of 4-H events were awarded trips to the state col-
lege. While at the college these winners participated in sessions which
were considered to be Junior Leader training courses. Wyoming, for example,
in 1918 began inviting forty to sixty outstanding club members per year to
the college where they were given Junior Leadership instruction. Experiments
with Junior Leadership in Massachusetts, California, and Arkansas convinced
Extension officials that steps should be taken to put Junior Leadership
training on a formal basis. The idea received great impetus in 1923 when

1. Franklin M. Beck, The 4-H Story, Iowa State College Press, 1951
Horace A. Moses, philanthropic president of the Strathmore Paper Company, established the International 4-H Junior Leader Training School at Springfield, Massachusetts.

The idea for this school had its inception when Mr. Moses, who had been aiding city boys and girls through a Junior Achievement Program, decided to provide a similar program for rural 4-H Club members. Mr. Milton Danzinger, formerly employed by the Federal Extension Service in Washington, D.C., was asked to suggest some possibilities. Mr. Danzinger suggested that a leadership training program was needed for these 4-H Club members. A plan was outlined which permitted Mr. Moses to pay the expenses of one outstanding club member from each of the eastern states to attend the training school at Springfield, Massachusetts.

The young people were brought in for one week before the Eastern States Exposition and given training in leadership, after which they remained to help run the activities at the Exposition.

Mr. Moses offered $1,000 that first year to finance the plans. Mr. A. J. Brundage, Connecticut State Club Leader, was made director of the training school, a position he continued to fill during the life of the school.

That first year the school provided expense-paid trips to the representatives of ten states, most of them from the New England area, but including Maryland, Virginia, and West Virginia. In addition to Mr. Brundage, 4-H leaders who helped formulate the first year's program included: Miss Gertrude L. Warren, National 4-H Club Office, Washington, D.C.; Miss Elsie Tarbue, Assistant State Club Leader, Connecticut; and Mr. Ray Turner, State 4-H Club Department, Michigan State College.
The following year trips were awarded to two delegates from each of twelve states, plus one from New York state. In succeeding years more and more states were included until the depression brought an end to the school in 1930. At that time the school was training 4-H delegates from thirty-eight states and five Canadian provinces.

Minnesota was one of the early states to officially recognize the importance of Junior Leadership training by offering it as a definite project in 1923. During the following year, Minnesota trained 400 older club members in leadership.

In 1924 Horace A. Moses offered a national trophy to the boy or girl in the United States who was judged the most outstanding in community service and Junior Leadership. This encouraged additional participation in Junior Leadership training.

In 1926 South Dakota had its first Junior Leadership experiences when a former State 4-H Club Leader, Horace M. Jones, introduced the Junior Short Courses at South Dakota State College. In succeeding years the Junior Short Course continued to encourage older 4-H Club members to come to Brookings to participate in a week's program stressing Junior Leadership training.

Interest continued to grow in Junior Leadership work. In 1936 the annual report of the South Dakota Extension Service indicated that during the ceremonial program at State Club Week in Brookings special recognition was given to four Junior Leaders: Lynn Rund, Hamlin County; Bernice Wehr, Beadle County; Estelle Howe, Brown County; and Dennis Nee, Minnehaha County. In behalf of the State Local Leaders' Association, Mr. R. A. Turner, Washington, D. C., presented these young people with gold leadership pins.
The awarding of gold pins in recognition of outstanding Junior Leadership work has been continued through the years. At the present time these awards are being sponsored by the Sears Roebuck Foundation which also sponsors the annual Junior Leadership Camp in South Dakota.

The continued success and further development of the Junior Leadership program depends largely on the willingness of understanding adults to spend their time and efforts in working with these Junior Leaders.

DEFINITION OF JUNIOR LEADER

A Junior Leader is a boy or girl 14 to 21 years of age who has had at least three years of club work experience and exhibits the necessary qualities of leadership. Junior Leaders must like to work with other people, especially young people. They must be willing to participate in local and county events. They must be able to take criticism and suggestions from others, and they must have the ability to plan their own work well in advance. In addition, to become Junior Leaders, club members must have the approval of the local club leader and the county Extension personnel. In view of these qualifications only the more capable and ambitious boys and girls enroll as Junior Leaders.

OBJECTIVES OF JUNIOR LEADERSHIP

The program of Junior Leadership was instituted with the following objectives in mind: (1) to develop in an active 4-H Club member the ability and knowledge required to successfully assist in the club's leadership; (2) to encourage the Junior Leader to get along well with other club members, being patient and understanding at all times; (3) to develop the ability
to inspire and aid other members in the completion of the club projects and activities; (4) to train Junior Leaders to assume responsibilities in county-wide events; and (5) to extend the period of active interest and service in 4-H Club work.

THE SCOPE AND PURPOSE OF STUDY

The largest proportion of 4-H Club members are located in the eastern half of the state. The Missouri River forms a natural boundary dividing the 4-H activities into two general types. The East River 4-H Club members carry a variety of agricultural and home economics projects while the West River club members carry what is known as the range management project—a combination of livestock, grass and weeds work—along with home economics projects for the girls. There are more Junior Leaders in the eastern half of the state than in the western half. Many counties do not carry the Junior Leadership program as several factors may prohibit its development. One of the difficulties experienced in developing Junior Leadership work over the state is sparse population in many areas of the state. Another factor is the lack of an adequate program for the adult leaders. Many counties are not yet emphasizing Junior Leadership work since, in its present form, it is relatively new.

The purpose of this study is to evaluate the Junior Leadership program as it has developed in South Dakota.
The principal objectives and hypotheses of this thesis follow:

**Objective 1.** To compare the responses of county Extension personnel with those of local adult leaders.

**Hypothesis (1)** There are no differences in the attitudes and opinions of county Extension personnel and those of the local adult leaders toward the Junior Leadership program.

**Objective 2.** To determine the value and effectiveness of the Junior Leadership program in the 4-H Clubs of South Dakota.

**Hypotheses** (1) Junior Leaders make a valuable contribution to the 4-H Club program.

(2) Junior Leaders are capable of conducting successful county-wide events.

(3) 4-H Clubs offer sufficient opportunities for Junior Leadership experience.

(4) 4-H Clubs are effectively using Junior Leadership training.

**Objective 3.** To evaluate the effectiveness of present training for Junior Leaders.

**Hypotheses** (1) Junior Leaders, 14 years of age and with three years of club experience, are too young to accept leadership responsibilities.

(2) More training schools are needed to effectively instruct Junior Leaders.

(3) The present system of leadership camp training seems to be adequate for Junior Leaders.

**Objective 4.** To determine the value of Junior Leadership in the 4-H Club program.

**Hypotheses** (1) Participation in Junior Leadership tends to increase the length of time a member remains in club work.

(2) The Junior Leadership program has definitely strengthened the entire 4-H Club program.

(3) Local leaders are more satisfied than Extension personnel with the manner in which Junior Leaders accept their designated responsibilities and assignments.
METHODOLOGY

Selection of Sample

The respondents for this study were selected from county Extension personnel and local adult leaders within counties having Junior Leadership programs. All of the county Extension personnel in these counties were included in the study. Four local adult leaders were selected at random from those within each of these counties.

Collection of Data

The data analyzed in this study were collected over a two-year period. In December of 1954 a card questionnaire was sent out to all county Extension personnel requesting the following information: the number of boys serving as Junior Leaders, the number of girls serving as Junior Leaders, the number of potential Junior Leaders in the county, the number of Junior Leaders needed in the county, the average age of the Junior Leaders in the county, and whether or not the Junior Leaders strengthen the local county program. A 100 per cent response to this questionnaire was obtained.

In April of 1955 a second card questionnaire was sent out to all county Extension personnel. This time the information requested was a listing of the three outstanding accomplishments or types of assistance that the Junior Leaders had given during the past club year.

In July of 1955 a final questionnaire of thirty questions was designed. These questionnaires were sent to the county Extension personnel and to four local leaders in each county having Junior Leaders in their clubs. A total of 117 Extension personnel and 220 local leaders
were contacted. The 135 local leaders who replied constituted more than 60 per cent of those contacted. The ninety-three replies received from county Extension personnel comprised more than 80 per cent of those contacted.

**Procedure in Analysis**

The chi-square technique was used to test for the significance of the differences in response between the county Extension personnel and the local adult leaders. The level of significance accepted for purposes of this analysis was the .05 level. The tabular method for presentation of data was used.

Responses to the questionnaire were grouped into two classes for presentation: county Extension personnel and local leaders. The computed chi-square values for each table and the applicable chi-square values from a standard chi-square table appear immediately below each table. The computed value appears first followed by the standard table value. If the computed value is larger than the standard table value, the differences in response are significant.

---

ANALYSIS OF DATA

Training of Junior Leaders

Local leaders feel more satisfied than county Extension personnel with the Junior Leadership opportunities provided in the local clubs. (Table 1.) The opportunities offered to members for Junior Leadership experience were considered satisfactory by 85 per cent of the local leaders as compared with 55 per cent of the county Extension personnel.

Table 1 - Responses to the question: How do you feel about the opportunities offered for members to get Junior Leadership experience in your county or club?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
</tr>
<tr>
<td>Very satisfactory</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>49</td>
<td>68</td>
</tr>
<tr>
<td>Not very satisfactory</td>
<td>33</td>
<td>15</td>
</tr>
<tr>
<td>Not satisfactory</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>109</td>
</tr>
</tbody>
</table>

The local leader has more opportunity for observation since leadership responsibilities assigned at monthly meetings may be evaluated over short periods of time. County Extension personnel have more limited opportunities to observe over longer periods of time, usually annually or semiannually. Thus, some of the differences of opinion may be explained in terms of the short time and long time perspective of the local leader and county Extension personnel respectively.
The development of Junior Leaders involves a program of county, district, and state training sessions as well as a Junior Leadership camp. Over two-thirds of the local leaders and almost nine-tenths of the county Extension personnel felt that there should be more training schools. (Table 2.)

Table 2 - Responses to the question: How do you feel about the number of training schools now being held in your county for Junior Leadership training?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>County Local Leaders</td>
<td>Ext. Personnel</td>
</tr>
<tr>
<td>Should be more</td>
<td>87</td>
<td>72</td>
<td>89.69</td>
</tr>
<tr>
<td>About right</td>
<td>10</td>
<td>34</td>
<td>10.31</td>
</tr>
<tr>
<td>Should be fewer</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>106</td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 21.08 \quad x^2(01, 1df) = 6.635 \]

The feeling was also expressed that more young people should have the opportunity to attend the Junior Leadership camp. At the present time only two young people, one boy and one girl, from each county are permitted to attend. The establishment of this quota is necessary because of limited camp facilities. It was also felt that more than this number would make it difficult to perform an effective teaching job. Two-thirds of the Extension personnel and over three-fourths of the local leaders indicated that more young people should have the opportunity for attending a Junior Leadership camp. (Table 3.) This suggests that camping facilities and leadership staff should be increased or that additional leadership camps should be established.
Table 3 - Responses to the question: How do you feel about the number of members now attending Junior Leadership camp from your county?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
</tr>
<tr>
<td>Too many</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>About right</td>
<td>30</td>
<td>26</td>
</tr>
<tr>
<td>Too few</td>
<td>62</td>
<td>82</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>108</td>
</tr>
</tbody>
</table>

$x^2 = 3.64$, $x^2(.05, 1 df) = 3.841$

The theory on which the Junior Leadership camp training is based is that the two leaders from each county who received this intensive training would then diffuse the advantages of this training throughout the county club membership. Apparently this system has been operating effectively as 77 per cent of the county Extension personnel and 68 per cent of the local leaders indicated satisfaction with results of the training which their members received at Junior Leadership camp. (Table 4.) A lack of satisfaction with this training was indicated by 32 per cent of the local leaders and almost 23 per cent of the county Extension personnel. This may have been due to a more effective method of utilizing these Junior Leaders in some counties than in others. A further comparison of responses obtained with the counties of the respondents suggests that this may be the case. The counties which have provided special training meetings at which camp attenders present what they have learned at camp tended to be the same counties from which respondents indicated satisfaction with the Junior Leadership camp training.
Table 4 - Responses to the question: How satisfactory have been the results in your county from the training which members received at Junior Leadership camp?

<table>
<thead>
<tr>
<th>Response</th>
<th>Country Ext. Personnel</th>
<th>Local Leaders</th>
<th>For Cent Country Ext. Personnel</th>
<th>Local Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfactory</td>
<td>23</td>
<td>15</td>
<td>29.12</td>
<td>16.48</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>38</td>
<td>47</td>
<td>48.10</td>
<td>51.65</td>
</tr>
<tr>
<td>Not very satisfactory</td>
<td>11</td>
<td>23</td>
<td>13.92</td>
<td>25.28</td>
</tr>
<tr>
<td>Not satisfactory at all</td>
<td>7</td>
<td>6</td>
<td>8.66</td>
<td>6.59</td>
</tr>
<tr>
<td>Total</td>
<td>79</td>
<td>91</td>
<td>100.00</td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 12.47 \quad x^2(.01, 3df) = 11.341 \]

The calibre of the person selected for training in the Junior Leadership camp program may also influence the effectiveness with which these individuals can transmit the benefits of their training to other club members. This obviously affects the attitudes of county and local leaders relative to their satisfaction with the camp training program.

The suggestion has been made from time to time that the age requirement for Junior Leaders should be lowered. The respondents were asked, "How do you feel about the age of 14 being required to become a Junior Leader?" Almost two-thirds of both county Extension personnel and local leaders indicated that 14 years was about right for the age requirement. (Table 5.) None of the local leaders felt that the age limit should be reduced. Only 7 per cent of the county Extension personnel were in favor of reducing the age limit. The remainder of the respondents felt that, if anything, the age limit should be raised.
Table 5 - Responses to the question: How do you feel about the age of 14 being required to become a Junior Leader?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>County Local Leaders</td>
</tr>
<tr>
<td>Should be older</td>
<td>26</td>
<td>26.34</td>
</tr>
<tr>
<td>Should be younger</td>
<td>7</td>
<td>7.14</td>
</tr>
<tr>
<td>14 years about right</td>
<td>65</td>
<td>66.32</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 3.38 \quad x^2(0.05, 1 df) = 3.841 \]

The training of Junior Leaders was considered to be satisfactory by most of the county Extension personnel and local leaders. A desire for more Junior Leadership camps was expressed by these respondents. It was also generally felt that more young people should have the opportunity to participate in these Junior Leadership camps. General satisfaction with the results of the training which members received at the Junior Leadership camp was expressed by the respondents. However, the calibre of the persons selected for training and the means provided for utilizing this training were factors related to feelings of satisfaction or dissatisfaction. The present age limit of 14 years was considered about right for Junior Leaders although a substantial proportion of both county Extension personnel and local leaders felt that the age limit should be raised.
Capability of Junior Leaders

A consideration of the capability of the Junior Leader to assume responsibilities in developing club work is essential to an evaluation of the Junior Leadership program. Almost three-fourths of the local leaders and over half of the county Extension personnel considered Junior Leaders to be capable of assuming responsibilities required of them. (Table 6.)

Table 6 - Responses to the question: Do adult leaders feel that Junior Leaders are capable of assuming responsibilities required of them?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
</tr>
<tr>
<td>Most of them do</td>
<td>51</td>
<td>78</td>
</tr>
<tr>
<td>Half of them do</td>
<td>26</td>
<td>23</td>
</tr>
<tr>
<td>Very few of them do</td>
<td>17</td>
<td>9</td>
</tr>
<tr>
<td>None of them do</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>110</td>
</tr>
</tbody>
</table>

\[ x^2 = 17.03 \quad x^2(0.01, 2df) = 9.210 \]

None of the respondents felt that Junior Leaders were entirely incapable of accepting responsibilities. The fact that some of the respondents indicated that half or very few of the Junior Leaders were capable of assuming responsibilities reflects the variation in individuals and county programs.

Some of the activities which Junior Leaders are often called upon to conduct are events involving the entire county membership. Apparently county Extension personnel and local leaders consider their Junior Leaders to be capable in developing county events as only 5 per
cent or less in each group thought that Junior Leaders were incapable in this respect. (Table 7.)

Table 7 - Responses to the question: Do you think your Junior Leaders are capable of conducting a successful county event by themselves?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>County Local Leaders</td>
</tr>
<tr>
<td>Very capable</td>
<td>13</td>
<td>33</td>
</tr>
<tr>
<td>Capable</td>
<td>62</td>
<td>62</td>
</tr>
<tr>
<td>Not very capable</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Not capable at all</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>88</td>
<td>112</td>
</tr>
</tbody>
</table>

\[ x^2 = 12.61 \quad x^2(.01, 2df) = 9.210 \]

Both local leaders and county Extension personnel expressed satisfaction with the manner in which Junior Leaders accepted responsible assignments. While none of the county Extension personnel expressed complete dissatisfaction, nearly 6 per cent of the local leaders indicated dissatisfaction with the way in which Junior Leaders accepted responsible assignments. (Table 8.) This may be due to the greater proximity of local leaders which could result in a more critical evaluation of the Junior Leaders. It may also reflect the fact that some local leaders are not making the most effective use of Junior Leaders in the 4-H Club program.
Table 8 - Responses to the question: How satisfied are you in the way Junior Leaders accept responsible assignments?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County</td>
<td>Local</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ext. Personnel</td>
<td>Leaders</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very satisfied</td>
<td>34</td>
<td>40</td>
<td>35.06</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>37.74</td>
</tr>
<tr>
<td>Quite satisfied</td>
<td>47</td>
<td>50</td>
<td>48.45</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>47.16</td>
</tr>
<tr>
<td>Not very satisfied</td>
<td>16</td>
<td>10</td>
<td>16.49</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9.44</td>
</tr>
<tr>
<td>Not satisfied at all</td>
<td>0</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5.64</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>104</td>
<td>100.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 12.51 \quad x^2(.01, 2df) = 9.210 \]

The State 4-H Club Staff has been concerned about the amount of authority and responsibility given the Junior Leaders in the various county and club program activities. The respondents were asked, "Do you feel Junior Leaders are given too much authority and responsibility in your county or club?" as a basis for securing data relative to this problem. (Table 9.)

Table 9 - Responses to the question: Do you feel Junior Leaders are given too much authority and responsibility in your county or club?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County</td>
<td>Local</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ext. Personnel</td>
<td>Leaders</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Too much</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>About right</td>
<td>51</td>
<td>71</td>
<td>53.13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>66.98</td>
</tr>
<tr>
<td>Too little</td>
<td>45</td>
<td>35</td>
<td>46.87</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>33.02</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>104</td>
<td>100.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 16.69 \quad x^2(.01, 1df) = 6.635 \]
The local leaders and Extension personnel both indicated that Junior Leaders were being given about the right amount of responsibility or too little responsibility in the club program. None of the respondents indicated Junior Leaders were being given too much responsibility. In fact, almost half of the county Extension personnel and one-third of the local leaders felt that Junior Leaders were being given too little authority and responsibility. This suggests that more extensive use of the Junior Leaders in the 4-H Club program would be desirable.

County Extension personnel and local leaders feel that Junior Leaders are generally capable of accepting and carrying out responsibilities assigned to them. General satisfaction was expressed with the manner in which these responsibilities were being carried out.

In the opinion of these leaders more extensive use should be made of Junior Leaders in the 4-H Club program.

Success of Junior Leaders

In the previous sections of this analysis the training and capabilities of Junior Leaders have been evaluated. The purpose of this section of the analysis is to examine the operational aspects of the Junior Leader's contribution to the 4-H Club program.

Two-thirds of the county Extension personnel and almost 85 per cent of the local leaders indicated that most or all of the Junior Leaders were doing their jobs well. (Table 10.) Since only 1 per cent of the county Extension personnel and 2 per cent of the local leaders indicated that none of the Junior Leaders were doing their jobs well, Junior Leaders are apparently performing their jobs in a satisfactory manner.
Table 10 - Responses to the question: In your opinion, how many of your Junior Leaders are doing their job well?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th></th>
<th></th>
<th>Per Cent</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County</td>
<td>Local</td>
<td></td>
<td>County</td>
<td>Local</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ext.</td>
<td>Personnel</td>
<td>Leaders</td>
<td>Ext.</td>
<td>Personnel</td>
<td>Leaders</td>
<td></td>
</tr>
<tr>
<td>All of them</td>
<td>5</td>
<td>41</td>
<td></td>
<td>5.10</td>
<td>39.42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most of them</td>
<td>60</td>
<td>47</td>
<td></td>
<td>61.23</td>
<td>45.19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 50 per cent</td>
<td>32</td>
<td>14</td>
<td></td>
<td>32.65</td>
<td>13.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>1</td>
<td>2</td>
<td></td>
<td>1.02</td>
<td>1.94</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>104</td>
<td></td>
<td>100.00</td>
<td>100.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\[ x^2 = 59.17 \quad x^2(0.01, 2df) = 9.210 \]

To be successful a leader must have followers and the accomplishment of goals or the success of a program depends upon the cooperation of these followers. Seventy-eight per cent of the county Extension personnel and 70 per cent of the local leaders felt that Junior Leaders were successful in securing the cooperation of other club members.

(Table 11.)

Table 11 - Responses to the question: How successful are the Junior Leaders in getting cooperation from the other members in your county or club?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th></th>
<th></th>
<th>Per Cent</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County</td>
<td>Local</td>
<td></td>
<td>County</td>
<td>Local</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ext.</td>
<td>Personnel</td>
<td>Leaders</td>
<td>Ext.</td>
<td>Personnel</td>
<td>Leaders</td>
<td></td>
</tr>
<tr>
<td>Very successful</td>
<td>8</td>
<td>18</td>
<td></td>
<td>8.25</td>
<td>17.31</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successful</td>
<td>68</td>
<td>55</td>
<td></td>
<td>70.10</td>
<td>52.88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not very successful</td>
<td>20</td>
<td>30</td>
<td></td>
<td>20.61</td>
<td>28.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not successful at all</td>
<td>1</td>
<td>1</td>
<td></td>
<td>1.03</td>
<td>0.96</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>104</td>
<td></td>
<td>100.00</td>
<td>100.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\[ x^2 = 12.21 \quad x^2(0.01, 2df) = 9.210 \]
One of the ways to maintain the interest and cooperation of the followers is to keep them informed of the plans and objectives of the program. Apparently Junior Leaders keep club members informed of the plans and objectives of the club program as 60 per cent of the county Extension personnel and 77 per cent of the local leaders indicated this to be the case. (Table 12.)

Table 12 - Responses to the question: How well do Junior Leaders keep the club members informed as to what the plans and objectives of the club program are?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
</tr>
<tr>
<td>Very well</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td>Well</td>
<td>44</td>
<td>54</td>
</tr>
<tr>
<td>Not very well</td>
<td>31</td>
<td>16</td>
</tr>
<tr>
<td>Not well at all</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>93</td>
<td>104</td>
</tr>
</tbody>
</table>

\[ x^2 = 25.49 \quad x^2(0.01, 3df) = 11.341 \]

The effectiveness of Junior Leadership might be improved by developing better means for disseminating this information to the club members. This is suggested by the fact that 40 per cent of the Extension personnel and 23 per cent of the local leaders indicated that club members were not kept well informed of the plans and objectives of the program.

Junior Leaders have demonstrated their ability to serve as officers in the county and club program. The success of Junior Leaders as officers was indicated by 97 per cent of the local leaders and 88 per cent of the county Extension personnel. (Table 13.)
Table 13 - Responses to the question: How successfully have Junior Leaders served in your county or club as officers?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
</tr>
<tr>
<td>Very successfully</td>
<td>20</td>
<td>47</td>
</tr>
<tr>
<td>Successfully</td>
<td>55</td>
<td>60</td>
</tr>
<tr>
<td>Not very successfully</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Not successfully at all</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>110</td>
</tr>
</tbody>
</table>

\[ x^2 = 10.45 \quad x^2(0.01, 1df) = 6.635 \]

Junior Leaders, being at least fourteen years old, have had more experience in club work and therefore should be more effective as club or county officers than the average 4-H Club member. The additional training received by Junior Leaders should also increase their effectiveness as county or club officers.

The county Extension personnel and local leaders believed that Junior Leaders were performing a needed service in the county and 4-H Club programs. (Table 14.) Over three-fourths of both the county Extension personnel and local leaders indicated that Junior Leaders were performing a needed service.
Table 14 - Responses to the question: In your opinion, are Junior Leaders really performing a needed service in your county or club program?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext, Personnel</td>
<td>Local Leaders</td>
</tr>
<tr>
<td>Yes</td>
<td>75</td>
<td>82</td>
</tr>
<tr>
<td>No</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>Do not know</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>108</td>
</tr>
</tbody>
</table>

\[ x^2 = 14.22 \quad x^2(.01, 2df) = 9.210 \]

The results obtained by Junior Leaders are generally regarded as successful by county Extension personnel and local leaders. Junior Leaders are apparently successful in securing the cooperation of other club members in attaining the objectives of the 4-H Club program. It is felt that Junior Leaders are performing a needed service in their county and club programs.

**Accomplishments of the Junior Leadership Program**

One of the major criteria for evaluating Junior Leadership is the degree to which it effectively contributes to the total 4-H Club program. Adults working with the 4-H Club program have been concerned about the number of young people who drop out of club work when they reach thirteen or fourteen years of age. This removes the more experienced potential leaders from the program.

An objective of the Junior Leadership program is to provide an incentive for continuing with 4-H Club work, beyond these ages. The Junior Leadership program seems to be effective in accomplishing this objective. (Table 15.)
Table 15 - Responses to the question: Do you believe that the Junior Leadership program affects the length of time young people remain in club work?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
<td>County Ext. Personnel</td>
</tr>
<tr>
<td>Encourages them to stay longer</td>
<td>70</td>
<td>80</td>
<td>71.43</td>
</tr>
<tr>
<td>Has no effect</td>
<td>17</td>
<td>17</td>
<td>17.34</td>
</tr>
<tr>
<td>Discourages them</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Do not know</td>
<td>11</td>
<td>12</td>
<td>11.23</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>109</td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = .24 \quad x^2(.05, 2df) = 5.991 \]

Over 70 per cent of both the county Extension personnel and the local leaders believed that the Junior Leadership program encouraged the young people to remain in club work over a longer period of time. While some of the respondents felt that the program had no effect, none of them felt that it discouraged young people from remaining in club work.

Although the local leaders tended to be more optimistic than county Extension personnel, there was a general feeling that the Junior Leadership program was not being developed as well as it could have been. (Table 16.) Almost three-fourths of the county Extension personnel and over one-half of the local leaders indicated that the Junior Leadership program was not being developed as well or nearly as well as it could have been in their clubs or counties.
Table 16 - Responses to the question: Do you think the Junior Leadership program is being developed as well as it could be in your club or county?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th>Frequency</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County</td>
<td>Local</td>
<td>County</td>
<td>Local</td>
</tr>
<tr>
<td></td>
<td>Ext. Personnel</td>
<td>Leaders</td>
<td>Ext. Personnel</td>
<td>Leaders</td>
</tr>
<tr>
<td>As well</td>
<td>3</td>
<td>13</td>
<td>3.09</td>
<td>11.81</td>
</tr>
<tr>
<td>Just about</td>
<td>25</td>
<td>39</td>
<td>25.78</td>
<td>35.45</td>
</tr>
<tr>
<td>Not as well</td>
<td>56</td>
<td>43</td>
<td>37.73</td>
<td>39.09</td>
</tr>
<tr>
<td>Not nearly as well</td>
<td>13</td>
<td>15</td>
<td>13.40</td>
<td>13.65</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>110</td>
<td>100.00</td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 17.43 \quad x^2(0.01, 2df) = 9.210 \]

Even though it was felt that the Junior Leadership program was not being developed as well as it could have been, there was general agreement that Junior Leadership had strengthened the local and county club programs. (Table 17.)

Table 17 - Responses to the question: Do you feel Junior Leadership has strengthened your whole county or club program?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th>Frequency</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County</td>
<td>Local</td>
<td>County</td>
<td>Local</td>
</tr>
<tr>
<td></td>
<td>Ext. Personnel</td>
<td>Leaders</td>
<td>Ext. Personnel</td>
<td>Leaders</td>
</tr>
<tr>
<td>Very much</td>
<td>17</td>
<td>30</td>
<td>17.35</td>
<td>28.50</td>
</tr>
<tr>
<td>Some</td>
<td>66</td>
<td>53</td>
<td>67.35</td>
<td>50.47</td>
</tr>
<tr>
<td>Very little</td>
<td>9</td>
<td>16</td>
<td>9.18</td>
<td>15.23</td>
</tr>
<tr>
<td>None</td>
<td>6</td>
<td>6</td>
<td>6.12</td>
<td>5.72</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>105</td>
<td>100.00</td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 12.24 \quad x^2(0.01, 3df) = 11.341 \]
About 84 per cent of the county Extension personnel and 79 per cent of the local leaders felt that Junior Leadership had strengthened considerably their 4-H Club program. Only 15 per cent of the Extension personnel and 21 per cent of the local leaders indicated that Junior Leadership had strengthened their club program very little or none.

Most of the county Extension personnel and local leaders thought that their Junior Leadership programs compared favorably with the programs in other counties and clubs. (Table 18.)

Table 18 - Responses to the question: How do you think your Junior Leadership program compares with those in other counties or clubs?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th></th>
<th>Per Cent</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
<td>County Ext. Personnel</td>
<td>Local Leaders</td>
</tr>
<tr>
<td>Very well</td>
<td>4</td>
<td>21</td>
<td>4.77</td>
<td>19.63</td>
</tr>
<tr>
<td>Quite well</td>
<td>47</td>
<td>72</td>
<td>55.95</td>
<td>67.29</td>
</tr>
<tr>
<td>Not very well</td>
<td>29</td>
<td>12</td>
<td>34.52</td>
<td>11.22</td>
</tr>
<tr>
<td>Not well at all</td>
<td>4</td>
<td>2</td>
<td>4.76</td>
<td>1.84</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>107</td>
<td>100.00</td>
<td>100.00</td>
</tr>
</tbody>
</table>

\[ x^2 = 55.05 \quad \chi^2(.01, 1 df) = 6.635 \]

Nearly 80 per cent of the local leaders and over 60 per cent of the county Extension personnel thought that their Junior Leadership programs compared quite well, or very well with those of other counties or clubs. Part of the variation in the responses of local leaders when compared with those of county Extension personnel may have been due to the local leader's lack of knowledge regarding programs conducted in other counties.
The respondents were asked to indicate their general level of satisfaction with Junior Leadership and its accomplishments. (Table 19.)

Table 19 - Responses to the question: How satisfied are you with Junior Leadership and its accomplishments?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>County Ext. Personnel</td>
<td>County Local Leaders</td>
</tr>
<tr>
<td>Very satisfied</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>Quite satisfied</td>
<td>58</td>
<td>60</td>
</tr>
<tr>
<td>Not very satisfied</td>
<td>26</td>
<td>17</td>
</tr>
<tr>
<td>Not satisfied at all</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>112</td>
</tr>
</tbody>
</table>

\[ x^2 = 20.34 \quad x^2(.01, 3\text{df}) = 11.341 \]

Over 50 per cent of the local leaders and 68 per cent of the Extension personnel indicated that they were quite satisfied or very satisfied with Junior Leadership and its accomplishments. County Extension personnel tended to be less satisfied than local leaders with Junior Leadership and its accomplishments. This again may reflect the more extensive contacts with club work which the county Extension personnel have.

The county Extension personnel and local leaders felt that the Junior Leadership program was generally satisfactory; however, there was considerable feeling that the program was not being developed as well as it could be. The Junior Leadership program encouraged young people to remain in club work over a longer period and strengthened the total 4-H Club program. Both the county Extension personnel and the local leaders expressed general satisfaction with Junior Leadership and its accomplishments.
CONCLUSIONS

1. The training received by Junior Leaders was generally considered to be satisfactory.

2. There is a definite need for more Junior Leadership camps and more young people should have the opportunity of attending these camps.

3. The present age level of 14 years for Junior Leaders is generally considered to be most satisfactory and any revision of this qualification should be in the direction of increasing rather than decreasing the age limit.

4. Junior Leaders are capable of accepting and carrying out responsibilities in a satisfactory manner.

5. Junior Leaders should be used more extensively in the 4-H Club program.

6. Junior Leaders are successful in securing the cooperation of other club members in attaining the objectives of the 4-H Club program.

7. Junior Leaders are performing a needed service in their county and club programs.

8. The Junior Leadership program encourages young people to remain in club work over a longer period and strengthens the total 4-H Club program.

9. The Junior Leadership program, while generally satisfactory, has additional possibilities for improvement.

10. County Extension personnel and local leaders do not always share common attitudes or opinions regarding the Junior Leadership program.
RECOMMENDATIONS

1. More Junior Leadership camps should be established.

2. More extensive use should be made of Junior Leaders in the 4-H Club program.

3. The Junior Leadership training program should be expanded to make its benefits available to a larger number of the 4-H Club members.

4. More effective methods for contacting club members should be developed by Junior Leaders.

5. The present 14 year age requirement for Junior Leaders should be retained.

6. A more extensive study of the Junior Leadership program should be conducted.
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JUNIOR LEADERSHIP QUESTIONNAIRE
(For Adult Local 4-H Club Men and Women Leaders)

1. How effective is junior leadership in making a contribution to 4-H Club work in your club?
   ____ Very effective
   ____ Effective
   ____ Not very effective
   ____ Not effective at all

2. How satisfied are you with your junior leaders and their accomplishments?
   ____ Very satisfied
   ____ Quite satisfied
   ____ Not very satisfied
   ____ Not satisfied at all

3. How satisfied are you with the way junior leaders accept responsible assignments?
   ____ Very satisfied
   ____ Quite satisfied
   ____ Not very satisfied
   ____ Not satisfied at all

4. How do you feel about the amount of extra time you spend on junior leaders in your club?
   ____ Too much
   ____ About right
   ____ Not enough
   ____ None

5. How appreciative are junior leaders in your club for the amount of extra time you spend on them?
   ____ Very appreciative
   ____ Appreciative
   ____ Some appreciation
   ____ No appreciation

6. Do you ever feel junior leaders assume they know more about the club program than you?
   ____ Very frequently
   ____ Frequently
   ____ Never

7. Do you feel junior leaders are given or assume too much authority?
   ____ Too much
   ____ About right
   ____ Too little

8. Do you feel junior leaders in your club have strengthened the program?
   ____ Very much
   ____ Some
   ____ Very little
   ____ None
9. Have junior leaders ever attempted to take over, pushing you in the background?
   ___ Many times
   ___ Sometimes
   ___ Never

10. Are your junior leaders more effective in all-over county events than in your own club?
    ___ Most of the time
    ___ Sometimes
    ___ About the same
    ___ Never

11. How frequently do you feel junior leaders should meet?
    ___ Once a month
    ___ Twice a month
    ___ Once a week
    ___ How frequently

12. How successful have junior leaders served as officers in your club?
    ___ Very successful
    ___ Successful
    ___ Not very successful
    ___ Not successful at all

13. How well do junior leaders keep your club members informed as to the plans and committee assignments of the clubs?
    ___ Very well
    ___ Well
    ___ Not very well
    ___ Seldom
    ___ Never

14. In your opinion, how many of your junior leaders are doing their job well?
    ___ All of them
    ___ Most of them
    ___ Less than 50 per cent
    ___ None

15. How successful are the junior leaders in getting cooperation from the other members in your county?
    ___ Very successful
    ___ Successful
    ___ Not very successful
    ___ Not successful at all

16. How do you feel about the opportunities offered for members to get junior leadership experience in your club?
    ___ Very satisfactory
    ___ Satisfactory
    ___ Not very satisfactory
    ___ Not satisfactory
17. How do you feel about the number of social activities conducted by junior leaders in your county?
   ___ Too many
   ___ About right
   ___ Too few
   ___ Not any

18. How do you feel about the age of 14 being required in order to become a junior leader?
   ___ Should be older
   ___ Should be younger
   ___ 14 years about right

19. Do you think the junior leadership program is being developed as well as it could be in your club?
   ___ As well
   ___ Just about
   ___ Not as well
   ___ Not nearly as well

20. Do you think adult leaders feel that junior leaders are capable of assuming responsibilities required of them?
   ___ Most of them do
   ___ Half of them do
   ___ Very few of them do
   ___ None of them do

21. Do you think your junior leaders are capable of conducting a successful county event by themselves?
   ___ Very capable
   ___ Capable
   ___ Not very capable
   ___ Not capable at all

22. How do you feel about the number of training schools now being held in your county for junior leadership training?
   ___ Should be more
   ___ About right
   ___ Should be fewer

23. Do you feel that junior leaders are trying to lead merely for competitive reasons?
   ___ Most of them are
   ___ A few of them are
   ___ None of them are

24. In your opinion, are junior leaders really performing a needed service in your program?
   ___ Yes
   ___ No
   ___ Do not know
25. How do you feel about the number of county members now attending junior leadership camp?
   ______ Too many
   ______ About right
   ______ Too few

26. How satisfactory have been the results in your county from the training which members received at junior leadership camp?
   ______ Very satisfactory
   ______ Satisfactory
   ______ Not very satisfactory
   ______ Not satisfactory at all

27. How do you think your junior leadership program compares with those in other clubs you know about?
   ______ Very well
   ______ Quite well
   ______ Not very well
   ______ Not well at all

28. Who would you say are doing a more effective job in junior leadership?
   ______ The boys
   ______ The girls
   ______ About the same
   ______ Do not know

29. How do you think junior leadership affects the length of time young people remain in club work?
   ______ Encourages them to stay longer
   ______ Has no effect
   ______ Discourages them
   ______ Do not know

30. Do you believe the junior leaders are responsible for developing a stronger music and recreational program in your club?
   ______ Yes
   ______ No
   ______ Do not know
**SOUTH DAKOTA JUNIOR LEADERSHIP QUESTIONNAIRE**

(For County Extension Personnel)

1. How effective is junior leadership in making a contribution to 4-H Club work in your county?
   - Very effective
   - Effective
   - Not very effective
   - Not effective

2. How satisfied are you with junior leadership and its accomplishments?
   - Very satisfied
   - Quite satisfied
   - Not very satisfied
   - Not satisfied at all

3. How satisfied are you in the way junior leaders accept responsible assignments?
   - Very satisfied
   - Quite satisfied
   - Not very satisfied
   - Not satisfied at all

4. How do you feel about the amount of time you spend on the junior leadership program in your county?
   - Too much
   - About right
   - Not enough
   - Too little

5. How do you feel about the amount of time local leaders spend on junior leadership guidance?
   - Too much
   - About right
   - Too little

6. Do you feel that local leaders are jealous of their junior leaders and their abilities?
   - Very jealous
   - Slightly jealous
   - Not jealous at all
   - Would not know

7. Do you feel junior leaders are given too much authority and freedom in your county?
   - Too much
   - About right
   - Too little

8. Do you feel junior leadership has strengthened your whole county club program?
   - Very much
   - Some
   - Very little
   - None
9. Have junior leaders assumed responsibilities and taken over jobs of capable adult leaders which has saved you time?
   ___ Many times
   ___ Sometimes
   ___ Never

10. In your mind, do junior leaders assist more frequently with all-over county 4-H events than local community events?
    ___ Most times
    ___ Sometimes
    ___ About the same
    ___ Never

11. How frequently do you feel junior leaders should meet?

12. How successful have junior leaders been in your county as officers?
    ___ Very successful
    ___ Successful
    ___ Not very successful
    ___ Not successful at all

13. How well do junior leaders keep the club members informed as to what the plans and objectives of the club program are?
    ___ Very well
    ___ Well
    ___ Not very well
    ___ Not well at all

14. In your opinion, how many of your junior leaders are doing their job well?
    ___ All of them
    ___ Most of them
    ___ Less than 50 per cent
    ___ None

15. How successful are the junior leaders in getting cooperation from the other members in your county?
    ___ Very successful
    ___ Successful
    ___ Not very successful
    ___ Not successful at all

16. How do you feel about the opportunities offered for members to get junior leadership experience in your county?
    ___ Very satisfactory
    ___ Satisfactory
    ___ Not very satisfactory
    ___ Not satisfactory
17. How do you feel about the number of social activities conducted by junior leaders in your county?
   ____ Too many
   ____ About right
   ____ Too few
   ____ Not any

18. How do you feel about the age of 14 being required to become a junior leader?
   ____ Should be older
   ____ Should be younger
   ____ 14 years about right

19. Do you think the junior leadership program is being developed as well as it could be?
   ____ As well
   ____ Just about as well
   ____ Not as well
   ____ Not nearly as well

20. Do your adult local leaders feel that junior leaders are capable of assuming responsibilities required of them?
   ____ Most of them do
   ____ Half of them do
   ____ Very few of them do
   ____ None of them do

21. Do you think your junior leaders are capable of conducting a successful county event by themselves?
   ____ Very capable
   ____ Capable
   ____ Not very capable
   ____ Not capable at all

22. How do you feel about the number of training schools now being held in your county for junior leadership training?
   ____ Should be more
   ____ About right
   ____ Should be fewer

23. Do you feel that junior leaders are trying to lead merely for competitive reasons?
   ____ Most of them are
   ____ A few of them are
   ____ None of them are

24. In your opinion, are junior leaders really performing a needed service in your county program?
   ____ Yes
   ____ No
   ____ Do not know
25. How do you feel about the number now attending junior leadership camp from your county?
   — Too many
   — About right
   — Too few

26. How satisfactory have been the results in your county from the training which members received at junior leadership camp?
   — Very satisfactory
   — Satisfactory
   — Not very satisfactory
   — Not satisfactory at all

27. How do you think your junior leadership program compares with those in other counties?
   — Very well
   — Quite well
   — Not very well
   — Not well at all

28. Who would you say are doing the more effective job with junior leadership?
   — The boys
   — The girls
   — About the same
   — Do not know

29. Do you believe that the junior leadership program encourages members to stay in club work?
   — Encourages them to stay longer
   — Has no effect
   — Discourages them
   — Do not know

30. Do you believe the junior leaders are developing a stronger music and recreational program in your county?
   — Yes
   — No
   — Do not know