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THE OREGON STATE UNIVERSITY

FEDERAL COOPERATIVE EXTENSION SERVICE

1911 - 1961

This is the story of 50 years of the off-campus educational program of Oregon State University carried on by the Federal Cooperative Extension Service.

It purposes to recount some of the improvement brought to the state through the teaching of applied science mainly in agriculture and home economics, and closely related subjects, to those citizens who have been unable to attend courses at the University for the resident instruction offerings in these and other fields.

A purpose also is to present certain unique methods which have been developed for teaching a voluntary clientele.

It will, in a measure, sketch the progress of the Extension 4-H Club program.

Also, it is intended to present an immensely valuable outgrowth or evolution in these methods -- development of leadership.

It will present a new dimension added to the term education by Extension teaching experiences. This is action.

It aims to bring out a basic fundamental that underlies teaching a voluntary audience -- participation of those involved, featuring group discussion.

It will, in a small way, touch upon some of the philosophies which have been basic in existing Extension policies.

The major experiences of the 50-year period can be treated only briefly, as any one of them, if discussed to reasonable completion, would require a full volume.

This is also a story of productive cooperation between research agencies established to search for facts and the Extension Service organized to establish broad useage of these research results, wherever they may apply. It is also a story of effective team work within the Extension staff by remarkably competent personnel succeeding through the generations.

Finally, it is a presentation of high fullfillment of intent on the part of Oregon State University.

The 50-year period is 1911-61.

OBJECTIVES AND SOME RESULTS

In performing its functions, the Extension Service has held high its objectives which help people to attain:

(1) Greater ability in maintaining more efficient farms and better homes.

(2) Greater ability in acquiring higher incomes and levels of living on a continuing basis.

(3) Increased competency and willingness, by both adults and youth, to assume leadership and citizenship responsibilities.

(4) Increased ability and willingness to undertake organized group action when such will contribute effectively to improving their welfare.

In striving to attain these objectives, the guiding principle of all Extension staff members always has been helping people to help themselves.

As a national movement, any consideration of Cooperative Extension work may well be based on six assumptions:

(1) That Cooperative Extension work is the most successful adult education movement in all the history of education. It has become great because of effectiveness growing from wide scope and sound organization.

(2) That it has full coordinate standing in schools of agriculture and home economics of the land-grant institutions as one of the three major divisions--instruction, research and Extension.

(3) That great strength lies in cooperative financing and management by three levels of government--county, state and national.

(4) That the cornerstone is an off-campus itinerant instructor, who is the county or area agent.

(5) That these county or area agents, who are by statute educators, have academic status, and also have dual recognition as teachers and community leaders.

(6) That the potential of Cooperative Extension has never yet been even closely estimated.

Results of the 50 years of Extension work during which these principles gradually evolved and assumptions clarified are impossible accurately to measure. For example, it is not possible to measure the effects of the development of leadership which was motivated by the many Extension programs, some with long-time goals and quite continuous in operation, some with shorter time objectives, others of an emergency nature.

In leadership development, observation, however, points to many real accomplishments. One international figure who became Under Secretary of Agriculture and Director General of the International Food and Agriculture organization, originated by the United Nations, started in public work as chairman of one of the county Extension committees for Baker County. This was N. E. Dodd. A successful national figure who started public work as chairman of the Agricultural Planning Committee in Coos County, Ervin Peterson, went on to become State Director of Agriculture and Assistant Secretary of the United States Department of Agriculture. Many officers of Oregon's commodity organizations and some leaders in state politics also started their public careers on county Extension committees.

An example of the development of leadership is the South Forty Club in Union County, organized by county agent H. G. Avery in 1935. This group is still active, is now composed of 93 young farmers, and holds regular meetings for deeper study of agricultural technology than is afforded by customary processes. It has, through the years, taken leadership in the county on the promotion of improved farm technology. Perhaps its greatest

accomplishment, however, has been development of leadership as the officers of nearly every agricultural organization or group in the county for sometime has been a former South Forty Club member. Currently the chairman of the County ASCS Committee, president of the Wheat League, president of the Seed Growers Association, and president of the county Farm Bureau are all graduates of the South Forty Club. Several other counties have followed this plan, but none for a comparable length of time.

Neither is it possible accurately to measure the influences of the 4-H Club program. One may add up the numbers of young people participating annually in this continuously growing phase of Extension to achieve a substantial total. It is documented that a higher percentage of available boys and girls always have been 4-H Club members in Oregon than in any other state west of the Mississippi River. Results of the social and economic influences, however, remain obscure from the standpoint of measureable levels. Oregon Extension staff members obtain great satisfaction from an enrollment last year of 33,243 boys and girls. Since Club work depends upon the interest of supporting citizens who will serve as local leaders of the organized clubs, the fact that last year 5,417 of them gave their time to this enterprise is one measure of estimates as to its value. The Extension agents could not possibly organize, teach, and direct the many activities of such a number of 4-H members without this help from these lay leaders.

Likewise, in the matter of teaching appropriate subjects effectively, the home and home life measurements of beneficial influences are impossible. Observation of those in long-time contact with the state's growth and development discloses without question a greatly improved home life over the past 25 or 30 years in the rural regions and, equally so, in fringe-area areas. The fact that about 21,000 women each year now organize into

groups for regular and systematic study and then combine into a state organization, with state officers and a guiding committee, guages to some degree appreciation of this phase of Extension. This appreciation is emphasized by an annual meeting of these cooperating groups at the State University attended recently by 800 delegates.

One measurement factor that it is possible to isolate is the change in subject matter now requested by these cooperating women. In the early days clothing construction and renovation, food preservation and preparation and elementary nutrition were highlights. Now the subject matter emphasized is the social components of family life, inter-family relationships, child and teen age problems, family finance including credit, rural health and safety, housing and home beautification, and community affairs.

More accurate measurements of Extension are possible from the standpoint of improvement of the state economy that has resulted from demonstrating increased returns from applied science and teaching individual management and group production adjustments. It is possible to measure the increased income from a farm as a result of new crop varieties, an improved soil treatment, or an adjustment in management practices, to name only a few of the influences on income. These individual increases add up to impressive state figures. In Oregon, if one considers the average income received by the farmers of the state for crops and livestock for two years, 1924 and 1925, and compares with the average income for three years 1946-47-48, less the 25 years later, a sharp increase is noted. About the same number of farmers on about the same acreage of land received an income approximately 70 percent greater in the more recent period. This 70 percent increase is after the influences of a growing inflation are discounted. Much of this increase has resulted from a

change in the production pattern; as much or more from adopting improved technology.

Basic intent back of the Smith-Lever law and matching appropriations in the states was to bring into use on the farms of the United States the vast accumulation of results of scientific investigations that were not in general use in farm management operations. This objective, through the years, was attained to a really marvelous degree. Production per worker increased markedly. Incomes of many thousands of farmers were increased substantially by improved methods of production and improvements in marketing as well.

At this time the American farmer has a larger gross income than at any time in history. Farm sales in 1960 were $33,746,000,000. This increase in gross sales is reflected in the farmer's position as a buyer. His spending reached about $27,000,000,000 for farm expenses. The farmer buys 56 percent more feed than 10 years ago and 61 percent more fertilizer. Today the farmer produces enough food for himself and 26 others. Farm productivity per manhour has jumped 90 percent since 1948 compared with an increase of only 32 percent in industry. One hour of farm labor now produces four times as much food and other crops as it did 40 years ago. Food consumption to a substantial degree because of regularity of supply and attention to quality has increased. In 25 years per capita consumption of beef is now 160 pounds as compared to 127 pounds 25 years ago; 34.8 pounds of poultry now instead of 15.6 pounds; 428 pounds of dairy products instead of 393 pounds.

Perhaps greatest benefits have been those experienced by the consumers. At no time in the history of this or any other country has food been as cheap in hours of labor required to obtain it as now.

Another direct benefit to society is the release of persons from necessary food production to other enterprises which have contributed to the nation's growth and strength.

This tremendous production which American agriculture currently experiences came about because of the application of improved technologies taught by county Extension agents and their supporting research groups at the colleges and universities, in the U. S. Department of Agriculture and within industry.

A second objective, to improve rural living conditions, has been very creditably advanced.

Electricity is now the usual thing in the farm home. Well over 95 percent of the farm homes of the country are now supplied; 98 percent in Oregon. Running water is now the usual thing. Landscaping the homestead is a growing and easily noticeable practice. Improved transportation has had its effect in many ways. The general setup and the problems of the rural home are now practically identical with those in the urban setting.

One major objective often enunciated in the actions leading to the establishment of Extension as a third coordinate major division of the land-grant institutions, that to make farming relatively more favorable compared to other business in the matter of income has not been attained. While the influences upon agriculture dollarwise have been positive and substantial on the upward side, farmers as a group still lag behind participants in many other businesses from the standpoint of money returns for capital and labor invested. In other words, these other businesses have continued to advance in volume and efficiency also and their rate of economic progress has been as great and in many cases greater than that of the farm production

businesses which are comparable as to capital investment and managerial requirements.

Another objective always in mind but not so frequently expressed in establishing Extension was the raising of broad level of education in the rural regions. This advance also has been positive and substantial but cannot be scientifically evaluated. Nevertheless, the accomplishments are plainly apparent to those who have been close to the rural people during any appreciable period of time. In fact, there are those who believe that the development of leadership among the rural people is the real major accomplishment of the Extension Service nationally, carrying more significance than any of the upward influences upon the economy. Leadership activity resulting as it must from higher educational levels may well be the barometer of educational effectiveness.

In the mid '20s, Oregon farmers began to give widespread attention to Extension teaching that a basic problem of farm operation in Oregon, under its widely varying conditions of climate, was not what could be grown, but what could be sold outside the state, as its relatively small population did not require all the production of its farms. These facts established the hard core of the Extension Service teaching effort for the next 25 years and is still a guiding principle.

The farms in Oregon are organized under extreme variation of climatic and soil conditions. Some farmers operate below high tide, protected by dikes and tide gates. Others operate in valleys cut in between higher hills more than a mile above the sea. Some Oregon farm lands are watered by more than 60 inches of rainfall in a year, while others are successfully cropped under only 13 inches without irrigation; and with irrigation, under

seven inches. Snow falls but once in five years on the average in some farming regions, good old-fashioned New England winters occur nearly every year in others. A result is that practically every farm crop adapted to the north temperate zone can be grown in commercial volume in Oregon under some of these conditions of elevation, climate and soil.

And there was helter-skelter and patchwork production. New farmers came in great numbers to the state from 1905 to 1914. Very often they brought the fancies of their home region as to crops and varieties--corn and hogs, midwest corn varieties, watermelons, Seckel pears, peaches, Galgalos wheat, to mention only a few. The oldtime Western boom spirit often included agriculture in its enthusiasms, and so came an overacreage of apples, also of prunes and loganberries. And from time to time there were the inspired campaigns--more hogs, for example; co-operative cheese factories, indiscriminately located; and always the land subdivisions, usually for an orchard or other horticultural enterprise.

This new and fertile land produced crops in abundant yields and of fine quality. But marketing was another matter.

All went swimmingly, of course, through the period of World War I and for a time thereafter. But when in May, 1920, the bottom dropped from under agricultural prices, some thoughtful Oregon farmers began to take stock of the economic factors that limited their position. Controlling facts became obvious upon thoughtful consideration.

It was believed that agricultural production would probably continue to outstrip population increase. For shipment to markets elsewhere there was a surplus of the main agricultural staples except corn, pork and sugar. Also, a surplus of some specialities; apparently unfilled demand for some others.

Most disconcerting, Oregon was then as far removed as is possible in continental United States from the populous centers and big market places. California had not yet experienced the population explosion of the war period and since.

Transportation therefore loomed as the number-one handicap. For example, these Oregon soils produced a fine quality potato in very satisfying yields, but its value was entirely wiped out by transportation costs long before it reached any eastern market. Soft fruits, maturing later than in California, took the high freight charge and then missed the advantage of the early and favorable market that could perhaps offset the heavy transportation costs. Swine, when produced in supply above that required by Portland, Seattle, Spokane and smaller local markets, brought the Chicago price less freight, which placed the Oregon farmers in competition with Iowa and Nebraska farmers, who can always win in the business of growing hogs. If these Pacific Northwest markets were undersupplied, Oregon farmers received Chicago prices, plus freight, which was quite another matter.

There was a long list of similar handicaps to haphazard management plans. So it was plain the question these farmers faced was what can we sell; not, essentially, what can we grow.

As a result of this type of thinking land use adjustments were initiated that resulted in the next 25 years in cropping plans much more profitable to the state and its farmers. Presenting the values of these changes became one of the solid bases of the Extension teaching program. Apple trees covering approximately 77,000 acres, to a heavy degree a result of early land promotion schemes, decreased to occupy less than 13,000 acres. This was because the apple once produced must be marketed at least two thousand miles away after a heavy transportation cost of one dollar or more

per bushel in competition with apples from about 40 other states. This competition was just too much. But some people like to grow trees--so winter pears have come in to the extent of more than 20,000 acres, because there are only limited areas which grow this fruit which goes into the luxury class and can much better stand high transportation costs.

Adjustments were made in dairying, but these were upwards. Dairymen had a good outlet in the neighboring state of California. It was butter that was wanted there--butter of high quality. Here is where cooperative marketing entered the picture. In order to establish a regular flow of high quality butter to the California market it was necessary for the producers to build their own trade channels. This they did through organization of a number of cooperative creameries and a cooperative central sales agency. In the 25-year period milk production in the state increased 70 percent, with an increase of only 42 percent in number of dairy cows.

Another soundly based and profitable adjustment was replacement of much small grain acreage with grasses and legumes for seed production. From only a minor item in the early '20s seed production increased to a $30,000,000 annual return to farmers. Here was a crop particularly adapted to Oregon climatic conditions and which was so concentrated that it easily withstood shipment costs to any place in the country.

Another adjustment was to turn toward poultry production. Here again cooperative marketing was in the picture. Climatic conditions are very favorable in Oregon for high egg production. This is coupled with high operational skill in the development of high egg-laying strains. But in the early '20s there was no place to go with eggs. Poultrymen took this situation in hand themselves, organized a cooperative, and at one time were shipping 800 to 1,000 carloads of eggs annually to the New York market.

It would be possible to describe here a long list of these adjustments established on the basis of wider understanding of markets. One more cannot be overlooked, however. It was the utilization of Oregon's favorable climatic and soil conditions for breaking into the nation's zooming food processing industry. In 25 years, processing of fruits and vegetables, featured by an increase of twenty-five times in the vegetable canning, has reached ~~about~~ 100 million dollar return.

The real heart of the Extension program in Oregon as in any state lies in the work of the county Extension agents, depending first upon county budget support for their program. They and their work are under constant and intimate review by the people served. County courts are sensitive to the opinions of their constituents and continuing support must depend upon proof of satisfactory personality and performance.

Much the same process of intimate examination holds in regard to the connection between the people served and county and state government. Annual review by county governments and annual or biennial appraisal by state legislatures--has influenced a high type of performance and accomplishment of really significant and accepted results from Extension education.

At the Central office at the University, a selected group of specialists in various fields of subject matter is maintained to act as the state authorities in subject matter to assist county Extension agents in those fields in which their training and experience is only nominal. To further assist county Extension agents with special problems, arrangements were made for the E xperiment Station whereby when a highly specialized service was needed in a county, a resident staff man can be obtained upon approval of the departmental head, field expenses to be paid by the Extension Service. For this assistance,

allowance was made in the Extension budget to the extent of about $4,000 annually for many years.

Many authorities say that the Cooperative Extension Service is the most effective adult education mechanism in the history of education. The methods followed and their success have been the envy of the rest of the world and are the most sought-after export product today in our technical assistance programs to other countries.

Early progress in the establishment of Extension work as it is now in general practice was slow. Most farm people did not understand it; there were the usual forces of reaction and there were, of course, minor political considerations involved in obtaining county appropriations to establish the work. Early efforts, therefore, tended toward projects in which rapid action or quick results could be developed.

These projects for this reason and others were largely in the physical and biological sciences. As time went on and the application of science to the arts of agriculture developed positive and profitable results, confidence in these Extension agents increased. As this confidence grew, they were called upon for counseling in wider fields. The same sequence in development occurred in connection with home economics workers, the home demonstration agents.

By the early '30s, county Extension agents were being called upon for counseling in broader fields then the physical and biological sciences. They were involved in questions that lie within the social sciences. Many questions in economics, including farm management, marketing, transportation, and credit were becoming a part of their regular program. Also health,

safety, community development and family life were in the program here and there and interest steadily increased.

Space is not available for suitable presentation of the contributions to the state, and even nationally, of the Extension movement by many of these outstanding Oregon staff members. It is, however, appropriate, to here name a few of them.

Probably the greatest contribution to the 50 years of off-campus college work in the state were made by Dr. Ralph D. Hetzel, who was the first Director. Director Hetzel was not agriculturally trained. He was a member of the bar in Wisconsin and Oregon and became a professor of political science in the then Oregon Agricultural College. The policies which Director Hetzel established in initiating the Oregon Extension Service have been largely continued within its basic charter, even to the present day. Director Hetzel left Oregon to become president of New Hampshire College, a struggling institution of 2-300 student enrollment. He established this struggling institution as a state university with enrollment limited to 1500 and supported by state millage tax. Then he left New Hampshire to become president of Pennsylvania State College, when offers of salary and other benefits reached remarkable liberality for those days.

Paul V. Maris was appointed Director May 1, 1920, and established the program making methods drawn out of the State Agricultural Conference of 1924, which have been followed up to the present time and which were accepted by the Federal office as a model, adoption of which was urged as a national movement. Director Maris resigned in 1934 to accept an administrative position in Washington, D. C. with the Farm Home Administration.

Wm. L. Teutsch, appointed county agent of Lake County on the day of his graduation, became a district agent, assistant county agent leader, and Assistant Director, became a nationally recognized leader in program determination. He won a scholarship at Harvard University in the field of administration. C. W. Smith, graduate of Washington State College, was a highly successful county agent in Morrow County. He rendered a unique and nationally recognized service as secretary of the Eastern Oregon Wheat League for seventeen years and served as county agent leader and Assistant Director of the Extension Service.

Three leaders of the 4-H Club project, each of whom served 30 years or more constituted a nationally recognized 4-H Club leadership team. These were H. C. Seymour, L. J. Allen, and Helen Cowgill.

In Home Economics, Claribel Nye in 1930 established the pattern on which this phase of Extension work has been based up to the present time. Mrs. Mabel Mack made an outstanding record as a home demonstration agent in Jackson County, later becoming nutrition specialist, Assistant State Leader of Home Economics agents, leader of the Womens Land Army in World War II, Acting State Leader, and Assistant Director of the Extension Service. She was a national leader and the organizer of variously oriented lay groups to include home economics and other womens' interests in their programs. Assistant Director Esther A. Taskerud currently is leader of Home Economics and Womens Interests. She served on the 4-H staff in South Dakota and Iowa State Colleges before joining the 4-H staff in Oregon where she later was a district agent. She was named a distinguished alumnus by South Dakota State University in recognition of her outstanding career in teaching home economics.

E. R. Jackman, for 28 years Extension Specialist in Farm Crops, and later in Range Management, was a national leader in his field and perhaps made a greater contribution to improving the annual income of Oregon farms than any other single individual. Of equal effectiveness, but in less extensive fields, was the work of H. E. Cosby, Poultry Specialist from 1920 to 1937, and then for eight years, head of the College Poultry Department. L. R. Breithaupt was appointed county agent in Malheur County in 1920 and remained six years. His service was outstanding in maintaining a solid program notwithstanding continued political controversy stemming in great measure from rivalry between Vale, the county seat, and Ontario, the largest city, for location of the Extension office. Mr. Breithaupt was transferred to the central staff where he developed an outstanding Extension program in economics. He provided leadership for the Annual Outlook Service, and established wire cooperation for receiving all of the minute market reports. He also was a leader in development of Extension teaching by radio. Upon assignment from the administration, he represented the Extension Service in efforts to maintain it in face of strong movements to discontinue it. Probably retention in the periods when values were debated is due more to his work than to any other factor. George Gatlin and Paul Carpenter were names long favorably associated with the marketing projects.

Five retired county agents served terms of 30 years or more, each in one county. Longest service was that of David H. Kennedy, who handled the 4-H Club work in Tillamook County for 38 years. John J. Inskeep was brought from Kansas in 1929 and remained in Clackamas County until retirement this year. He led in a dramatic reorganization of the county's agriculture and in so doing built up a staff of nine Extension agents. C. A. Henderson was in Klamath County. His contribution to agricultural development is presented

Clay C. Miller handled the 4-H Club program in Multnomah County outside the City of Portland for 30 years. S. B. Hall of Multnomah County became one of the most sought agricultural counselors in the state and, as an extracurricular activity, developed a pure bred Holstein herd which was one of the best in the United States. Currently four county agents have tenure exceeding 30 years. These are Victor W. Johnson, Umatilla County; J. R. Parker, Douglas County; E. M. Hauser of Malheur County; and LeRoy C. Wright of Baker County.

Attesting current stability of the Extension staff is the fact that the county chairmen Extension agents at this time have an enviable service period averaging slightly over 18 years.

The budget for the Oregon Extension Service for the fiscal year, 1961-62, was $3,384,357. State funds accounted for the largest income item--$1,980,323. U. S. Department of Agriculture funds totaled $652,980. The county appropriations were $544,814. The remainder was made up from sales service fees and gifts totaling .3 percent. The funds from within state sources constituted the second highest percentage of local financial support in any state.

During the last 12-month period ending September 30, 1960, the county Extension agents serviced 173,964 personal calls at the offices for some specific purpose. They responded to 287,823 telephone calls on matters likewise of specific purpose and made 63,676 farm and home visits. They prepared 10,988 newspaper releases and made 8,807 personally delivered radio talks and distributed 768,499 state, Federal and other appropriate subject matter bulletins.

They organized and directed a program of 4-H Club work in which 33,343 boys and girls were enrolled. Eighty-four percent of these boys and girls completed their annual projects. Under the organization plan followed,

each 4-H Club, a group numbering five or more, is advised by a lay citizen termed a local leader. Five-thousand four-hundred and seventeen of these people gave time to 4-H Club leadership under the guidance of Extension agents. More than 1600 women in these groups acted as local leaders teaching subject matter to other groups.

The number of full time positions on the Extension staff was 245. Of these 167 were county Extension agents; the remaining 78 were administrators or supervisors, and Extension specialists at central headquarters. Ten Oregon counties made appropriations for additional county Extension agents to be effective July 1 without promotion or encouragement from central administration.

The first 50 years activity of the Cooperative Extension Service divides rather naturally into a series of six quite sharply characterized eras. First was the period of establishment. Because it had been decided as permanent policy to require an appropriation of funds from every county in which work was to be organized, a major responsibility of those times was to acquaint county government, represented by the county court, with the hope of the Agricultural College to initiate, as far as the state and federal funds might be available, helpful Extension programs. Much of the time of the county agent leaders was devoted to these preliminary negotiations, which took on the nature of salesmanship; selling the values in applied science.

A second era became distinct, beginning in 1923-24. This was the period when Director Maris and his associates in leadership gave particular attention to developing a broad state program and then definite local programs county by county based on participation in the state program. This made the work of all staff members more significant as they gave time to concentrating

upon the greater needs. The first state-wide economic conference described elsewhere, which by widespread agreement among farm leaders set up a state program that usually spelled out definite long-time goals, was followed by the first of a five series of county conferences held at irregular intervals. These procedures firmly established the basic method that made the Oregon Extension Service outstanding in the country as a leader in program methods. In 1954 the Federal Extension Service acknowledged the Oregon method of program determination and urged that it be followed by all the states as a standard method under the term program projection.

The term 'program' as used so frequently in Extension terminology simply means the work to which a group devotes the greater part of its time. The same holds for the individual. Some time is necessarily withheld from the matters of decided emphasis to meet unforseen emergencies and to meet appropriate miscellaneous requests.

The third era was the period of the great depression. Some believe that these depression years proved that the Cooperative Extension Service as a national institution had attained permanent status. Even though in many regions the depression struck hardest in the rural areas, suprisingly few of the approximately 3,000 counties in the United States notwithstanding desperate tax situations discontinued financial cooperation. During this period the county Extension agents effectively demonstrated the dual function — educator and activator or community leader -- which they had attained. According to the originating statutes, they were representatives of the educational function of the land-grant institutions, sometimes as fully recognized faculty members. They also were by statute agents of the Department of Agriculture, functioning in this capacity as educators. But these county agents had attained the additional role -- that of community leader. In the

depression they were effective educators as interpreters of the many emergency measures of the Department of Agriculture and other federal and state agencies. They were in addition active leaders and motivators of the rural people in their efforts to effectuate and bring to on the ground use appropriate parts of the many helpful measures that were set up. The county agents were particularly effective in interpreting and giving assistance to the rural people who wished to adopt applicable segments of the several new deal agency programs which were originated by the Roosevelt administration. Among these are the Agricultural Adjustment Administration, Soil Conservation Service, Rural Electrification Administration, and the Farmers Home Administration. In the west, county Extension agents were effective as representatives of the Federal government in extensive drought relief programs.

WORLD WAR II

Before the programs of the Extension Service could be fully re-established on a normal basis, World War II began. To mark a fourth distinct era, here again the county Extension agents laid aside long-time program emphasis to act as interpreters and leaders of a long schedule of emergency measures. In this work they were supported in every way by all of the Extension specialists, in fact by the entire personnel of the Extension Service, as all of the staff were directed to assist in war activities as the number one use of their time. Much of this special attention required close cooperation with the other agencies. All of them depended heavily upon the county Extension agents for local accomplishment.

A state-wide victory garden campaign was initiated and carried to every county in the state. This program was initiatedat a state Victory Garden conference called by the Extension Service and held on the Oregon State College campus on January 17-19, 1942. Joint sponsors were the Extension Service, State Defense Council, and Oregon USDA War Board. The

result in 1943--89 percent of the state's farms produced gardens 25 percent larger than during the pre-war period and urban residents grew 145,000 gardens, the largest number on record. There were 3,398 4-H Club boys and girls enrolled in Victory Garden Clubs during 1943 in comparison with 371 in 1941.

An inadequate supply of farm labor was a major obstacle to attainment of farm production goals. By act of Congress, the Extension Service was given increased responsibility in 1943 in the recruitment, training, and placement of farm labor. A special emergency farm labor service was established operative in every county under the direction of the county agent and assisted by all members of the Extension staff. County Farm Labor Subcommittees were continued in every county, with the county agents serving as secretary. These committees, made up principally of farmers, contributed much to the solution of the farm labor problem. The result was maximum recruitment of local labor, minimum number of wage disputes, and harvesting of the state's record crop practically without loss. This work was carried on under cooperative agreements with the War Manpower Commission and the War Food Administration.

A state-wide emergency farm fire protection service was organized in 1942 in cooperation with other fire fighting agencies in the state and reached nearly every rural community. The result was that there were 1,075 voluntary rural fire fighting crews with a membership of 10,556. Of these, 2,956 attended 105 fire fighting training meetings. There was less loss of farm buildings, crops, and equipment than ever before in a similar period in the history of the state. The Extension specialists in soils served as state leader of this emergency farm fire program and the county agents served as county leaders initiating the organization in each county. These voluntary crews participated in the control of 640 different farm fires.

The Neighborhood Leader Plan was a war emergency measure designed to reach every rural family in the state with pertinent wartime factual information through personal contact organized in every county during 1942 and continuing to function throughout 1943. At completion of the organization period there were 8,001 neighborhood leaders and 1,117 community leaders. These voluntary neighborhood and community leaders, as their first undertaking, carried throughout the state information on the Nation's Program to Control Inflation; and second, detailed information on means of conserving farm transportation, fat, and metal salvage. Other tasks undertaken by these leaders included state-wide dissemination of information on the victory garden and family food supply, victory bond drives, United War Fund Drives, and campaigns to attain food production goals.

Oregon's 4-H Club program was quickly adjusted to meet wartime conditions. War is a time when youth may easily be neglected. So far as the Oregon 4-H Club program is concerned, it was resolved that this would not happen, and it did not happen. The youth in 4-H work contributed increased quantities of food as a result of emphasis on food production and food processing clubs. During 1942, 20,450 different Oregon boys and girls were enrolled in various 4-H Club projects and 21,801 in 1943; 83.6 percent completed their projects in 1942, 80.9 percent in 1943.

A state-wide program on nutrition and the family food supply was conducted. This program was in cooperation with state and county nutrition councils for defense. It consisted of a series of educational meetings, demonstration, and publications entitled Planning the Family's Food Supply; Food to Keep you Fit; Use Milk, Eggs and Milk Products; Use More Vegetables; and Food Preservation by Canning, Freezing, Storing, and Drying. From the

central Extension staff two nutrition specialists led the project and three other home economics specialists, as well as the State Leader of home demonstration agents, likewise devoted much time to the program. While this program reached every county, in 16 counties home demonstration agents gave special leadership and emphasis to it.

County farm transportation committees were organized in every county in the state by county agents during July 1942. This was done to meet the critical farm transportation problem and to encourage conservation of farm trucks and tires. The county agent staff, under the leadership of the two Extension specialists in marketing, who were assigned as state leaders of this activity, rendered effective service in this field. This service was conducted in cooperation with the Office of Defense Transportation, OPA, state farm organizations, the State AAA Committee, and the State USDA War Board. The activity was an outgrowth of a series of district conferences held under the auspices of the State Grange and the Extension Service during April 1942.

Many other wartime programs were aided by the county Extension agents, particularly county agents who served as secretaries of county USDA War Boards. As such they gave assistance and leadership to many county-wide wartime activities among rural people. In addition to activities closely related to agriculture and home economics, others in which these county Extension agents participated included salvage, scrap metal, fats, paper, burlap bag drives; farm machinery and building priorities, war bond sales campaigns, emergency and U.S.O. canteen services.

Attainable production goals in Oregon for 1943 were developed at the request of the Secretary of Agriculture in cooperation with other agencies

of the Department of Agriculture. These county and state goals were developed out of county conferences with producers. County agents and practically all members of the Extension staff participated in meetings setting up these goals and in gaining their widespread dissemination among producers of the state.

All the goals established were attained with two exceptions; one, fiber flax and the other milk production, which missed complete accomplishment by one percent.

Notwithstanding the extra work load necessitated by these emergency activities the county Extension agents made creditable progress on the intervention of most of their long-time programs.

At the close of the war, a post-war period or fifth era was characterized by organization and leadership of renewed and new programs of immediate concern needed in the light of many adjustments brought about by the war. The fifth series of county agriculture and rural life planning conferences was set up to cover all the counties. These reviewed programs in the light of changing conditions and established new features and renewed emphasis upon others already under way.

During this time, veterans' agricultural advisory committees were organized in every county, with the county agents acting as secretaries. Purpose of these committees was to give maximum assistance to veterans interested in getting a start in farming and to give those so interested such guidance as they might desire toward sound undertakings. Meetings of these

committees to prepare for receiving the returning veterans were held in every county serviced by a member of the administrative staff.

Through the war period, F. L. Ballard, who had returned from sabbatical leave, was War Food Production Supervisor.

At the war drew to a close, Dean Schoenfeld appointed a staff committee on Post-War Agricultural Adjustment. F. L. Ballard was named chairman. Other Extension members were Azalea Sager, Paul Carpenter, county agent Walter Leth; and from the resident staff, E. L. Potter, D. D. Hill, Henry Hartman, F. E. Price, P. M. Brandt, and C. V. Ruzek. Thirty subcommittees were appointed. These committees laid the groundwork for post-war adjustments in operational procedures and in programs which it might be said initiated another distinctive epoch in the history of the Extension Service. To bring grass-roots opinions and viewpoints into the Extension picture, meetings of the planning organizations were held in every county of the state.

This period was featured by unprecendented growth in Extension. The substantial increase in number of personnel on the Extension staff, starting at this time, has continued up to the present.

This increasing demand for educational and leadership service of the public was a sort of mass revolution. The county Extension agents established originally to demonstrate improved agricultural methods and practices had confined themselves closely to these objectives. As their recommendations, from Maine to California, from North Dakota to Florida, proved generally valuable--sometimes perhaps to the surprise of a questioning public--increasing reliance was placed upon these local teachers. As public confidence was

gained, the categories in which more information was requested broadened substantially. Since production recommendations seemed generally good, questions arose regarding marketing and distribution generally. The leadership functions involved in the Depression emergencies won public approval and the role of the county agents in explaining the reasons underlying the New Deal adjustments, organization and steps necessary to bring their benefits to the local farms introduced the Extension agents to the field of public policy.

The activities required to bring about widespread understanding and successful application of the helpful aspects of these new agency programs again greatly enlarged the acquaintance of county agents with their particular clientele. The office of the local county Extension staff was now well established, better supported, and started appealing to a widening clientele. This was about the position at the start of World War II and the activities of all county agents in the war-time programs of Federal government, state and county tended still further to increase confidence and demands upon staffs of the local Extension offices.

The last ten years of the 50-year period might quite accurately be classed as the sixth distinct era. This period was characterized by the most rapid expansion of Extension work since the earlier days of its first establishment. This growth was a nation-wide experience participated in by every state. Oregon experienced greater expansion in programs and supporting increases in financial appropriations in percentage terms than was the average for the other state Extension programs, even including the Federal office.

The educational programs in technical agriculture, technical home economics, and the 4-H youth programs had definitely made good in public

estimation. At this time, about 1950-51, changing conditions in the rural areas were greatly increasing the reliance of the rural people on the results of scientific research. Looming large among these changed conditions was the reduction in number of farms nationally, the trend in which Oregon fully shared. Rapid acceptance of mechanization with its enlarged overhead costs made volume production on the individual farm unit a necessity for a living income. Another factor looming large affecting agricultural production and to a great degree country living, was the growth of urbanization, as the cities spread out into the country regions, thus building up extensive fringe areas, so called. The rural people, having found helpful assistance on their production problems in their county Extension agents, and the fringe area people attracted to the home economics and 4-H Club programs in particular, became insistant upon more helpful educational opportunities over widely increasing areas of subject matter. The established competence of the Extension staff members, resulting from long experience and organization for handling a voluntary clientele and the effectiveness of the teaching skills and methods which had been developed through the years of experience, made the Extension Service the recipient of many, perhaps most, of these requests for additional service.

Because of these rapidly increasing pressures, a group of farm organizations or agriculturally oriented groups, mostly nation-wide, initiated a program, under the leadership of the National Cotton Council, to increase the federal funds available through the Department of Agriculture to the states. Some 20 organizations made strong presentation of need to the Secretary of Agriculture, to the Budget Bureau, and to Congress. At this time, 1953, the Department of Agriculture's contribution to the states was

$32,150,109. Funds appropriated from within the state sources to the national movement were $52,443,165.

The original goals of this group of farm organizations were never attained. Some differences of opinion as to the use made by the states of the first increases received, some feeling of rivalry between the leaders of the movement, and an unexpected obstruction in the Congress resulted in a slowing down of effort and easing of pressures which brought results much more nominal in volume.

During this period, F. L. Ballard, Associate Director of Oregon, was chairman of the Extension Committee on Legislation of the American Association of Land-Grant Colleges and State Universities.

SCOPE

Because of the continually expanding pressures upon the Extension Services of the country, which was fully shared in Oregon, administrators and other leaders recognized the necessity of adhering to definite programs to avoid becoming spread so thin that progress might become doubtful in terms of accomplishment. Therefore, at the national level a representative committee of Extension Directors was set up to make a study of current situations and developing trends and to outline some directions for the future. This became known as the Scope Committee.

The conclusions of the Committee, after a year of study, were that there were nine defined major areas of program emphasis which should

be receiving high priority attention by the Extension Service. These could constitute the hard core of an adequate program of Extension type informal education of nation-wide significance, when tailored to the needs of each state, it was believed.

First was efficiency in agricultural production. Familiarity with pertinent available research would aid in decisions on the adequacy of the current farming unit, possibility of applying new tecnnology, on improving efficiency, and reouction of cash operating costs and financial risks.

The second area was efficiency in marketing, distribution, and utilization. This area had not been as well developed as the questions of efficient production, but had high place among the requests for expanded service which were being received.

Third area of emphasis was conservation, development, and use of natural resources. Greater educational concentration was urged on measures both private and public which have contributed to the scientific use of such resources so that they may be conserved and further developed, and at the same time contribute the maximum to both individual welfare and the national interests.

The fourth area, quite well established in the history of Extension education, was management on the farm and in the home. New and rapidly

changing conditions were forcing a new look at these fields bringing them to the position of a major challenge. In the areas of family living, these fast changing patterns create many problems, it was pointed out. New outside employment for the homemakers emphasizes the need for management adjustments within the home. It also emphasized increased necessity for understanding and cooperation among members of the family. In view of these among many other relevant factors, family resources and family life education take on an added significance.

A sixth program area presented was youth development. Here it was pointed out the rapidly increasing number of youth in rural non-farm communities and suburban areas calls for especially orientated programs for these young people and the volunteer local leaders as well.

Leadership development was agreed a definite program area. The tremendous contributions in development of leadership by Extension among the people that it has served were reviewed and current opportunities for continued contributions were suggested as even more important for the days to come.

The eighth program area was community improvement and resource development. Requests for appropriate educational assistance in this field seemed mainly to help people to understand adequate standards for community services, methods of orderly planning, competitive use of land and to relationship to community growth, solution of problems found within the metropolitan area and the rural slum, and to methods of improving conditions for the

services provided by health, education, recreation, and other governmental and private institutions.

The ninth area of program emphasis was public affairs. The states reported greatly increased requests for educational service to help in acquiring facts and methods of analyzing and appraising facts having to do with the increasing complex interdependence of agricultural and other segments of the economy. Extension has an important obligation and a responsibility to help rural people to understand issues affecting them, it was pointed out.

Examination of the programs underway and their progress in Oregon together with requests for additional educational services revealed accomplishment in all of these nine areas but also revealed inadequate personnel to follow through on many valuable programs with sufficient emphasis. As additional personnel was appointed because of growing improvement in content during the recent 10-year period marked progress was made in several of these newer directions.

In continuing acceptance of efficient agricultural production involving new technology and leadership to bring about its application as a number one responsibility, major instructional objectives in this field rapidly evolved into a definable program for main emphasis. By consolidation the Scope Report areas were condensed to five for Oregon purposes. These program areas are:

1. Agricultural production, management and natural resource development.
2. Marketing and use of agricultural products.
3. Home economics.

4. 4-H Club and youth programs.

5. Community development and public policy.

Production efficiency continues as a major plank in the state program with the objective of extending new technology to contribute to maximum efficiency of Oregon's farms and to gain increased farm income. Some examples:

Beef cattle production testing is now a project in 32 of Oregon's counties. About 20,000 cows are on test from herds from 275 producers. An annual increase of about 10 pounds in calf weaning weight plus improved weight and grade of yearling cattle already is the result. These results are soon apparent to other cattlemen who also adopt improved practices.

Recently, 162 short course type training sessions were held for farmers in most counties. These courses were in 12 different subjects such as animal husbandry, egg marketing, entomology, farm crops, farm management, and soils. These meetings have come at the request of farmers who said they wanted to learn the why as well as the how of agricultural technology. One results of soils short courses held has been to increase soil tests from 3700 to 7000. All these training sessions provide farmers the basis for more informed management decisions.

Extension specialists in entomology, pathology and crops and horticulture have prepared handbooks for the use of pesticides that are now the standard reference for this kind of information. These books are used by the food processing industry, fieldmen, commercial pesticide operators, other industry personnel, county agents and others. These books are developed in cooperation with industry, USDA, Food and Drug Administration, and Public Health Services.

They provide a very practical source of information in the area of agricultural chemicals to assure their proper use.

Numerous examples could be listed showing increased agricultural income from new and improved field and horticultural crop varieties and weed control practices.

Oregon's citizens gain from efficiencies in marketing as well as from production efficiency. Changes in the economics and technology related to moving the raw food and fiber to the consumer have probably been equal in number and significance to those applying to production. Some recent examples:

Three years ago dairying in the Pine and Eagle Valleys of Baker County was in trouble. The market for their product was declining, returns were small, volume for efficient plant operation was not there. These communities asked for help. The dairying marketing specialist and county agent pointed out apportunities in marketing milk instead of cream and helped them get started. Today, after two years, dairying is on the increase in these valleys. Producer returns annually have increased about $114,000.

Oregon strawberry processors recently have had trouble with mushy frozen strawberries. OSU research showed the causes of the trouble and developed a practical test for the trouble. This was explained at a Strawberry Day organized by Extension and held at OSU. It was also reported in the Food Processing Review newsletter of the food technology specialist. One large packer used the test last season to locate the problem and correct for it. Other packers can be expected to adopt the practice.

A management audit of a food processing firm conducted by the Extension marketing management specialist showed how changes in

operation could change a $30,000 loss to a $250,000 profit. Management training schools for marketing firm officials conducted by this specialist have received nationwide recognition and strong local endorsement.

A large processor was assisted by the poultry marketing specialist in a new program of preparing and marketing boneless turkey. This was three years ago. Last year he sold 226,000 pounds of the product. A second processor who was assisted in the development of this product marketing 60,000 pounds. The consumer marketing specialist assisted in developing understanding concerning the home and institutional use of this new product.

Economies of size or volume of business are as pertinent in marketing firms as on farms. Several firms were assisted the past year in analyzing the feasibility of mergers.

Last year Oregon's largest retail grocery chain was having a problem with marketing of asparagus. The Extension marketing specialist in fruits and vegetables, with an assist from research, established some tests that identified the problem and gave the retailer data on best method to use in marketing fresh asparagus. This same specialist, together with the consumer marketing specialist, worked with the Medford pear industry on a new individual, plastic bag for marketing pears. This could have far-reaching effects on the marketing of fresh pears and other fruits.

Oregon's home economics program today is made up of solid subjects such as household management, wise credit use, nutritional needs for all age groups, clothing construction and alteration, family economics, managing time, energy and money, and child development and human relations. Many problems

relating to early marriages, broken homes, aging and retirement are brought to the staff. Young homemakers and homemakers working away from home seek special programs for their needs. Some examples of work in this project are:

Over 700 Extension study groups with a membership of about 21,000 meet monthly for lessons on these and other subjects. Leaders from these groups are trained by an Extension home economics agent; the leader then teaches the group and serves as a resource person in her community. Last year 1,117 such meetings were held and over 87,000 persons attended.

Many groups are reached on special needs or interests, in addition to the study groups. During the past year home economists, specialists and agents held 640 such meetings, with 35,567 persons participating.

There is a compounding effect from the home economics programs. Once a local leader is trained in clothing, furniture reupholstering or family finance she goes on teaching. One leader in Malheur County, trained in upholstering, at last count had taught 200 others.

Management short courses have been held in 12 counties with assistance of the home management specialist at which 3,000 participated. In one county a series of management classes was held with 125 working wives during the lunch hour at the place of employment.

The City School Board of Hood River requested the help of the family life specialist in considering the problem of high school marriages. A steering committee was formed and a public meeting on the subject of early marriage was attended by 130 persons. As an outgrowth, a community committee was formed which took the following

action; (a) surveyed existing family life programs, (b) sponsored a General Extension credit course for teachers, ministers and parents, (c) appraised school programming with consideration of its encouragement of early dating, (d) encouraged teachers to list students who were potential drop-outs.

The family life specialist prepared a publication, Early Marriage, and developed teaching records and a leader's guide for use by lay leaders. This material has been used by high school teachers, PTAs and Home Economics Extension groups throughout Oregon.

Over 1,000 people, mostly man and wife couples, attended four and five session series of meetings on subjects of family finance. These were conducted by the home management specialist. They included credit use, life insurance, social security, legal matters, savings and investments, as well as practical budgeting and general money management.

This program of character, citizenship and skill development for youth is now reaching about 34,000 Oregon young people. The success of the program is attributable to the 5,500 volunteer leaders for the 4-H Clubs. This program is a major supplement to formal educational programs. Some recent emphasis in the 4-H program:

Increasing numbers of older members in junior leader and Empire Builders projects where community service and service to others is the emphasis.

Programs for older members relating to citizenship, with a state and many county conferences on Know Your State (or County) Government. These have been conducted by Extension staff with complete cooperation of state and county officials.

Consideration in program for natural resources education along with projects or activities.

The 50 4-H Club projects offer a real opportunity for the 34,000 involved to get information to help them on the problem of career selection--especially rural youth. Many Oregon youth are finding their career choice through opportunities in 4-H work.

Nearly every county has developed a system of community 4-H leaders recently. These leaders are making it possible for 4-H Club work to reach more youth who have asked to be included. These leaders assist Extension staff in helping with training of other 4-H leaders, organization of Club work, conduct of activities, and otherwise.

More than 100,000 Oregon citizens annually are actively engaged in some phase of 4-H education. These persons include business and professional persons, parents, volunteer leaders, 4-H members, state, city, and county officials.

Some other youth program examples:

The Extension forestry specialists, working with the county agents and other forestry trained personnel, have conducted a school forestry educational program. Last year, 280 schools took part with a total of 13,510 sixth grade students. A handbook has been developed for use of teachers and others for conduct of these events. The significance of the forestry industry to Oregon is understood by all these young people after a school forestry tour.

A new town and country business project to aid in career selection has been conducted in one county, and five other counties are now planning to start the program. Project materials and leader

guides for this project have been prepared by the Federal Extension Service. These materials have recently been revised by the OSU School of Forestry and Extension staff to adapt them to projects relating to forestry.

Extension's programs have always been concerned with individual and community development. With the change to a predominantly urban society and the close interdependence of rural and urban people and communities today, Extension programs of much significance have developed in this program area. Some examples:

Recently some Oregon leadership asked for assistance from Extension and OSU in conducting an analysis of the potential of Oregon's feed grain and livestock industries. This work shows Oregon's current livestock and poultry industry, now generating about $100 million yearly, is capable of increasing to $346 million annually. The report points out much depends upon the federally-managed grain programs as to what may occur in Oregon. This has been valuable information for Oregon's citizens.

Health and safety are programs of this category. Recently Extension agents in Lane County, working with public health officers, local doctors and several organized groups and the Civil Defense organizations, made available the medical self-help program. This training informs local citizens on action to take in event of accidents or emergencies. In Lane County, 4,000 homemakers have been trained from 12 lessons by over 400 leaders who, in turn, were trained by local doctors and nurses.

ESTABLISHMENT AND EARLY DAYS

The Oregon Extension Service, currently known as the Federal Cooperative Extension Service, was organized by action of the Board of Regents of Oregon Agricultural College on July 24, 1911. For some years there had been steadily increasing requests from citizens of the state for off-campus assistance from the faculty of the College. These requests had been met as well as available funds would permit but in a sketchy and very inadequate matter not at all in keeping with the full function of the College in the opinion of the administration. This outside work had required some internal organization, but responsibility for it was scattered among several Deans and Department Heads.

Much of this persistent pressure was in agriculture. The state numbered about 45,500 farms at that time. Many of these had been established within ten years. Only two years previously, in 1909, railroads had penetrated central Oregon and the vast areas in that region hopefully looked forward to substantial agricultural development. For some time the agricultural faculty had participated each year in farmers' meetings known as institutes in which subject matter adapted to the local region was presented. Other faculty members were called upon frequently to be speakers at teachers' institutes, development league meetings, Chamber of Commerce events, high school commencements, grange picnics, growers association conventions and many other similar meetings. Railroads almost annually called upon the

agricultural faculty to man demonstration trains or cars outfitted with agricultural equipment and even livestock and other demonstration material which enabled the college staff personnel to present instructive programs. Demonstrations of method were also given at the State Fair, at meetings sponsored by the farm organizations and by the elementary schools. Correspondence courses had been offered in farm accounting, rural law and farm economics. Requests were increasing in the summer and fall seasons from fair officials for judges from the agricultural and home economics faculties who would explain the reasons for their placings.

The general information outlets of the college had been placed in the hands of R. D. Hetzel, professor of political science, who had joined the staff in 1907 as instructor in public speaking. Professor Hetzel had graduated from the University of Wisconsin in law, was a member of the Wisconsin Bar, and soon after arrival in Oregon, was admitted to the Oregon Bar. For sometime he had served as official correspondent for all three Portland newspapers, delegating work for each of these to a junior faculty member or senior student each year. He had also organized a weekly information service to the country dailies and weeklies.

Conviction of the desirability of centralizing all of these and other miscellaneous off-campus educational activities of the college under a single responsible head had been growing in the mind of President W. J. Kerr for sometime. This resulted in positive action by the Board of Regents on July 24, 1911. They established the Extension Service as an administrative division of the School of Agriculture. On November 4th, Professor Hetzel was named Director.

He immediately organized the off-campus work into several divisions. First of these were institutes. These included off-campus speaking assignments to farmers' institutes, teachers' institutes and special institutes, so called. The second division was demonstration work. Included here were the railroad instruction trains and demonstrations of method at public gatherings of the many types and the establishment of management result systems on a limited number of private farms, owners of which asked for this aid. The third division included the correspondence course under the title Farmers' Business Course. The fourth division had to do with judging at fairs and shows. The fifth division was work in the public schools through boys' and girls' Industrial Clubs. These were the forerunners of the later 4-H Clubs. In addition to these organized divisions, there was a more or less miscellaneous activity as time permitted in the preparation of popular bulletins and preparation of instructional exhibits. Continuation of the news bulletins and the special correspondence for the three Portland newspapers, The Oregonian, The Journal, and The Telegram was organized.

At the close of the first year under this centralized plan, Director Hetzel reported that the activities which could be measured by personal contacts showed that the newly established division of the college had carried the college to 129,569 persons.

In 1961, fifty years after its establishment, the Extension Service comprised 245 professional positions. There were 167 county Extension agents in the counties, a supporting staff of administration, supervision and Extension specialists numbering 78. Every county in the state had been cooperating through regular appropriations since 1937. Marion County was the

first to attempt county financial cooperation in the early and very experimental days, but funds mainly were of private origin. Several of the counties now are cooperating by means of annual financial appropriations in the maintenance of staffs of five to ten county Extension agents; Marion County now leading by support of ten. All of the courthouses constructed in recent times have made ample provision for large staffs of these resident university faculty members, the county Extension agents.

A central throught in deliberations leading to passage of the Smith-Lever law, the basic authorization of the National Land-Grant College Extension System, had been residence out in the rural regions of members of the Extension staff. The county seemed to be the most satisfactory regional unit in which to establish this residence. Through the years this has proven sound foresight. The resident agent assigned to this usually workable area made close acquaintance with receptive members of the community. He could meet with them frequently, become familiar with their places and with the management of their operations and become fully conversant with the broader situations surrounding rural life within his area.

Because no one person could become expert in all of the results of science affecting all phases of agriculture and home life, it was customary to install an agent particularly trained and experienced in one or two of the major lines of production in the county. At the central office of the Extension Service at the college, subject matter specialists were employed to travel the state to supplement the work of the county Extension agents. Thus, the Extension agent in a predominately dairy county, himself trained in the dairy business but required to work with operators of other agricultural enterprises such as horticulture or poultry production in his county,

could call upon the specialist in horticulture or the specialist in poultry husbandry at the central headquarters to assist him with his problems in those fields. This combination of a resident agent and staff of technical specialists greatly broadened the subject matter information that the Extension Service could furnish in relation to any particular commodity interest or enterprise.

Off-campus educational programs by subject matter specialists traveling out from the central office over a large state would probably not have influenced management sufficiently to add up adequate accomplishments to insure continued local financial support. The county Extension agent on the ground working daily with committees making progress toward accomplishment has been and still is the heart of this educational process.

The specialists render a great service, however, as they are a liaison between the field staffs and the subject matter divisions of the parent institution. Their first functions are to be continuously informed of the latest conclusions in the technologies within their specific subject matter area, to apprise the county staffs of these results, to teach the county Extension staffs best methods to use in developing interest in the application of these results and to add strength and prestige to meetings and other events within the county.

The work of the specialist in entomology, currently Mr. R. W. Every, is an example of the place of the specialist in the Extension program as well as a good example of relationship of a specialist to the county Extension staffs and to the operating industry. While usually not accorded any substantial place in the press headlines featuring agricultural problems,

insect control is fundamental in crop production. In Oregon, without systematic insect control, the multmillion dollar apple, cherry and pear industry would be lost, peas for processing could no longer be raised and the production of mint, strawberries, cane fruits, vegetables and ornamentals could not be profitable. Insects also attack crops in storage and some of them have a direct effect on human health. There is scarcely a single phase of Oregon's complex agriculture that does not require continued vigilance in insect pest control. There are, for example, more than 30 insect pests attacking field crops grown in Oregon, many of which could cause total destruction if not controlled. There are about the same number affecting the major fruit crops. Ten or a dozen more are destructive to small fruits and nurseries and ornamentals, blueberries, cranberries, lilies and even livestock are subject to serious, often destructive, handicaps as a result of shorter lists of insect pests.

The specialist in entomology is constantly in touch with research agencies and the research departments of private industry in order to maintain up-to-the-minute knowledge of control measures. He annually brings up to date a handbook for distribution to county agents, industry representatives and many others. He keeps in touch with conditions affecting the emergence of insect pests in their dangerous stages by constant contact with research personnel and with the county agents in some counties where peculiar conditions make a local observation station necessary. At the proper time he furnishes the press, the county agents, industry representatives, and office of growers organizations notice that the time is at hand to apply proven control measures. In cooperation with the State Department of Agriculture regulatory staff, the specialist is constantly alert to the appearance of new insect pests. For example, the pea leaf weevil was first found in Oregon

in 1951. The cyclamen mite was first found in commercial Willamette Valley strawberry fields in 1958. The spotted alfalfa aphid was found in three counties in 1960 and the elm bark beetle and pine shoot moth were also found for the first time in the state in 1960.

The specialist cooperates closely with public health agencies, chemical manufacturers and state and Federal agencies having the responsibility to administer pesticide legislation which aims mainly toward limiting residues which may affect the health of either man or animals.

By the middle 50's many chemical companies had employed technicians to advise purchasers of their products. In furtherance of the theory that Extension specialists should assume recognized leadership in their respective fields, the specialist properly concluded that the main point involved in this multiplicity of technical counseling was that there be agreement among them upon recommendations made to producers. Therefore, in December, 1956, at the time of the annual meeting of the Horticulture Society, Mr. Every arranged a meeting attended by several representatives of the Agricultural Chemicals Industry and representatives of the Experiment Station. He presented desirability of organizing a chemicals council composed of representatives of industry, processor field men, Experiment Station workers and others active in the use of agricultural chemicals. It was believed that such council should include also representatives of the State Department of Agriculture, and the State Board of Health. Such a council, the thought was, could furnish a useful service in (1) coordinating information on latest developments in agricultural chemicals and materials; (2) evaluate hazards involved in the use of new materials and the precautions necessary; (3) assist to disseminate findings and conclusions among trade

and professional agricultural personnel and, in fact, to the public generally. The ideas of Mr. Every were enthusiastically received. Later meetings were held and a name Agricultural Chemicals Co-ordinating Committee decided.

One of the early actions of this council was to perfect an annual handbook. Different sections were assigned for study and revision, each to a competent member of the committee. Decision also was to hold meetings in the state to be attended by county agents, field men and industry representatives to consider the contents in the handbook and agree upon interpretations. By this time, the values developed by the committee had become widely accepted, and late in 1959 the committee was given permanent status and suitable constitution and by-laws adopted.

The field specialists in agriculture are nominated to the Extension Service by the appropriate subject matter head of the resident staff and are appointed after acceptance by the Extension Director. The policy always has been that Extension specialists would teach only subject matter approved by his department but administration as to time and place, rank, salary and tenure were within the Extension Service.

In Oregon it has been the policy that the Extension specialist should be of such competence that he will attain a position of state wide leadership in his subject matter. He should work in close contact with any state wide, regional or even county commodity organization within his subject matter area. It has been the policy for Extension specialists to serve as secretaries of state wide commodity associations when asked to do so. This presents a real opportunity to inject much of his educational programs very properly into the procedures of the organization. It gives

him acquaintance and standing and contributes substantially to his status as a state wide leader.

This active position of the county Extension staffs has come about in the nature of a normal evolution based on increasing acceptance of helpful educational programs. At the initiation of the work in any county, a single county agent was faced with a unique situation. He was by statute an educational agent charged with carrying on a program with and for the benefit of a voluntary clientele. It early developed that procedures to be fruitful would differ substantially from those in formal education involving the classroom in which attendance of the clientele was a requirement. To attract interest and inspire action on the part of the voluntary audience required dramatic presentation and the development of interest-catching teaching devices. Hence, in the first few years of Cooperative Extension work, a list of teaching techniques which came to be known as Extension methods grew out of the experiences of these off-campus educators. In many instances, as seems to be quite usual in the case of most new thinking, or striking conclusions, or strange activities, these lone county Extension agents at once faced the forces of reaction. This reaction often attained the proportion of formidable opposition. The idea of a young Agricultural College graduate coming to our community to tell us how to farm was not a popular one. Many thought of this college staff member as another new and little needed county officer.

Progress was made, however. Farmers found improved crop varieties recommended were really an improvement over those commonly grown; also found certain fertilizer recommendations remarkably effective. Still others met with success in following recommendations as to control of pests, plant

diseases and livestock troubles. As these new principles based on research results and many other recommendations based on observation proved effective, confidence was gained and the offices of these off-campus teachers became increasingly active places for consultation and improved management planning.

One of the most effective of the teaching methods developed in these early days was the demonstration. The demonstration might be a field demonstration involving the actual growing by the farmer on his own place of an improved crop or variety. If results were positive, the next step was the demonstration meeting. This was a meeting of neighbors actually held in the field for direct observation. The theory here was, seeing is believing. Another type of demonstration was of method. The method demonstration consisted of actually performing an improved practice, preferably before a group. The building of a silo, vaccination of cattle for disease, the mixing of a quantity of insecticide or pest poison material and pruning a fruit tree are examples.

As time went on and more and more of the principles recommended by these county agents were found helpful; very often, soon becoming the accepted practice in the community, confidence among the clientele was established to the point where information was more and more actively sought. At this point, the teaching field of the Extension agents broadened greatly as this interest was expressed in a continuously extending list of questions. Through the years widening of the scope necessarily covered by Extension xx agents continued and at this time is still continuing. This is one of the reasons why the number of off-campus college representatives has continued to increase in every state.

Another important factor, however, has contributed to this increasing support of Cooperative Extension. This is the dual function which is now recognized as characteristic of these off-campus teachers. Established by statute as educators, the peculiar nature of their teaching methods and the confidence that they have gained place them in a position of recognized technical authority and of community leadership as well. They, therefore, have become, in fact, leaders as well as teachers. This results to a great degree from the unique fact that Extension teaching includes action. Teaching of a principle in all the communities of a county, even though it is generally accepted, does little from this single exposition toward adding up the evaluated positive results which early were recognized as a requirement if Extension work was to be maintained. If the principles are accepted, some definite results from their application must be plainly apparent and recorded. Therefore, Extension agents early learned to be active in organizing committees and in motivating these committees toward some actual accomplishment rising out of the principles which were taught. Often these committees added new thought on subject matter or modified some principles to more suitable local adaptation. Thus, the Extension agent who succeeded and retained his position from year to year became skilled in group management and direction, thereby adding to his leadership status.

County Extension agents, some believe, became really fully and permanently established in the days of the depression of the early 30's. In that period, the rural people turned to the established Extension agents for leadership in the many programs and countless organized activities set up to meet emergencies. For example, this community leader took an important part in gasoline rationing, in the activities of farm debt adjustment committees, in cooperation in labor management and a long list of emergency based activities. In fact, it may be said that the rapid increase in number of

county Extension agents which began as the Depression waned has resulted from recognition and appreciation of this dual function - teacher and counselor and activator or motivator as well.

In his first annual report, Professor Hetzel outlined objectives and ideals:

> Nature of Extension Work - Extension Service is such a new factor in the field of education endeavor that there is still a great deal of uncertainty as to its nature and scope. This confusion is present not only in the popular mind but also, to a certain extent, in the minds of many who are engaged in educational work. For this reason I am taking the liberty of writing into this report the clearest and the most authentic definition of the ideals, the field, and the methods of Extension Service which has been made to date.
>
> The following excerpts are taken from the proceedings of the twenty-fifth annual convention of the Association of American Agricultural Colleges and Experiment Stations. The first is from the report of the committee on college organization and policy. The other excerpts are from the report of the committee on Extension work.
>
> 1. The activities of the land-grant colleges should be organized and administered through three coordinated departments, namely, college instruction, Experiment Station, and Agricultural Extension. Each of these should be separate in its duties and resources, but all work in unison.
>
> (a) The Department of Instruction should be responsible for all teaching at the college, and this should be made to conform to accepted college standards. Teaching of secondary grade should be separated from this department.

(b) The Experiment Station should devote itself to the study of agricultural problems, without responsibility for the popular dissemination or application of the results.

(c) The Department of Agricultural Extension should be charged with all extra-mural teaching and demonstration, and, for the present at least, the supervision on behalf of the college of secondary agricultural training in the public schools.

2. There are at least five reasons why a comprehensive Extension Service should be developed at the Agricultural College.

(a) It is important in itself. There must be some method by which the masses of the farmers may be reached.

(b) It is logical. It follows naturally on research.

(c) It is inevitable. The people regard the Agricultural College as the prime source of their information.

(d) Extension teaching is vital to the highest development of the college itself.

(e) Extension teaching is the best means by which the college may act as a clearing-house for these activities designed to better country life as a whole.

Director Hetzel listed as forms of Extension work:

A. Systematic Instruction

1. The Extension School
2. The demonstration farm
3. The correspondence course
4. The lecture and reading course
5. Boys' and girls' clubs
6. The study club

B. Informal Teaching

1. The convention and lecture

a. The farmers' institute

b. Farmers' week

c. The conference

d. The occasional lecture

2. The object lesson

a. The demonstration

b. The railway special

c. The exhibit

d. The educational excursion

3. Publications

a. The press bulletin

b. The leaflet and periodical

c. The monograph

d. The traveling library

4. Advisory work

a. Correspondence

b. The traveling advisor or expert

c. The district field agent

C. Organization

1. The rural conference

2. The campaign

3. Organization, cooperation and federation.

Director Hetzel also expressed his views on the relationships of Extension work in his first annual report as follows:

1. Relations among the various forms of Extension work. These must be developed at each institution in accordance with the local needs.

2. Relations to the Experiment Station. The Experiment Station is an organ of research and experimentation. It should disseminate information about its researches and experiments, but as rapidly as possible it should turn over to the Extension Service the work of disseminating popular information about well known facts, including both correspondence and popular bulletins.

3. Relations to the State Board of Department of Agriculture. Historically, the Board of Agriculture in most of the older states, was a pioneer in the dissemination of agricultural information. Gradually, however, the educational work is being developed by colleges of agriculture, while a well equipped State Department or Board of Agriculture, finds in administrative and control work its largest usefulness and chief function.

The same principle will apply in the relationship of the Extension work to other state boards.

4. Relationship of Extension work to farmers' institutes. When the institute system is managed by the college, it should be treated as an integral part of Extension work. The farmers' institute, as a meeting, will always have its place. When the farmers' institute system is managed by some other agency than the college, there should be the closest cooperation so that the institutes may fulfill their mission and form a foundation for the development of the Extension Service.

5. Relationship to normal schools. Colleges of agriculture should train special teachers of agriculture. Consequently, it would

seem to be natural for these colleges to develop the Extension Service for teachers of agriculture. The normal school, too, will make the training of teachers to teach agriculture, more particularly in the trades, a part of its work. Consequently, it will seek to extend its teaching to the field. There should be recognized working agreement between college and normal school.

6. Relationship to agricultural schools. The agricultural school will inevitably develop Extension work. A part of the task of these schools is to become important community centers. Why may not such schools also become the natural centers for the development of the Extension work of the agricultural colleges?

7. Relation to the United States Department of Agriculture. One of the main tasks of the United States Department of Agriculture is the dissemination of information. The people expect this service. There ought to be however, a clearly understood division of labor between the federal and the state authorities. Some phase of the work, particularly the distribution of popular literature can be done to great advantage by the Federal department. It would be a waste of money for each state to try to furnish material for its citizens which simply duplicates similar publications from other institutions. The agricultural college is probably the better agency to develop all phases of formal teaching of an Extension character, and also, in general, those types of Extension work that require the personal touch with small groups of people. The United States Department of Agriculture should have a staff of trained experts available for Extension Service in all parts of the country, but whose chief task is to reach the larger groups, to be, in a sense, teachers of Extension teachers.

Administrative Organization. The most workable administrative organization calls for a director of Extension Service, responsible to the Dean of Agriculture or to the President, and having under his control a staff of workers made up in part of men giving practically all of their time to Extension teaching, and in part of the regular station and college staff who give only a share of their time to Extension teaching. This means that eventually a well equipped college of agriculture will have in each strongly developed department a man whose chief task is research, another whose chief task is teaching resident students, and another whose chief task is Extension work. It does not follow, however, that it is necessary to develop every department in this way. It is important that the Extension work shall be coordinated with the rest of the work of the college and shall not be a separate and independent institution.

Once established under a centralized administration and with these policies and ideals continuously set forth as the basis for all appropriate activities, requests for off-campus work multiplied many times over. It was impossible to meet a majority percentage of these requests, even though all the various elements within the college responded as completely as resources would permit. Some Extension work was initiated in engineering, considerable in the business field through the School of Commerce and by arrangement with the School of Engineering one-half time of a staff member was obtained for work in highway engineering. The Extension Service was at once well on its way toward a broad, off-campus program including in it the resources of the entire college. Much of this subject matter in later years would be differentiated as General Extension.

Meanwhile, the Association of Land Grant Colleges assisted by all of the major farm organizations of the country, particularly the Grange, had been active in Congress. This activity was pointed toward acquiring more Federal aid to the land-grant colleges to enable them to establish these off-campus educational programs in agriculture on a more adequate basis. It was held that the research work of the state Experiment Stations and by the U. S. Department of Agriculture and its branches had resulted in accumulation of vast stores of essential information which would add tremendously to incomes from farming if in general use. It was believed that these valuable research results were too largely bottled up in scientific bulletins and other publications not easily available to the farmer.

In late 1912, toward the close of the first year of the Oregon Extension Service, it seemed that passage of favorable legislation to remedy this condition was quite likely at the national level. It was already evident that if this action were taken by Congress, the states would be required to match some of the funds appropriated. Therefore, Director Hetzel began in the late months of 1912 to prepare a bill for the Oregon legislature to meet in 1913, which would provide state funds for Extension, including the items required to meet the requirements of the Federal Act which had been introduced and was being debated in Congress during these same months. The Hetzel bill, in addition to providing the necessary match money, authorized the various counties of the state to make appropriations for Cooperative Extension work under the supervision of the State Agricultural College. A valuable feature of this bill was provision for duplicating the funds thus appropriated by each county up to $2,000 and in counties of more than 5,000 square miles duplication was authorized to a maximum of $4,000. At that time

it seemed that the highest single expense items for Cooperative Extension work except for salaries would be travel; hence, provision for larger travel budgets in the larger counties. There also was provided, in addition to the match money and the county duplication money, certain sums for various special purposes.

Incidentally, this law establishing the states' financial basis of Cooperative Extension work proved, as the years went on, one of the best written in any of the states, and it has been only slightly amended. As years went on, it became apparent that the larger duplication for which the larger counties qualified should have been available on the basis of number of farms to cover the cost of additional Extension agents since this became a greater financial need than travel as the work grew far beyond the single agent originally visualized as the county staff. It has not seemed wise to bring this matter up for amendment, however.

Congress finally passed the Smith-Lever law toward the close of the session in 1914; it is historic in Land-Grant Institution development. This Act is the real base of the Cooperative Extension system of the United States. The Act provided funds to each state to be expended through its Land-Grant College to establish a third major division in these institutions to organize, present and manage off-campus educational programs in agriculture and home economics and other subjects pertaining hereto. This Act was signed by President Wilson on May 8, 1914.

Within a year all of the land-grant colleges or universities, with the exception of California and Illinois, had complied with the provisions of the Act and signed a memorandum of agreement for the joint conduct of Cooperative Extension work.

Under the terms of this memorandum, Oregon Agricultural College agreed to organize and maintain a definite and distinct administrative division for the management and conduct of Extension work in agriculture and home economics under direction of a responsible leader selected by the college and satisfactory to the Department of Agriculture. Director Hetzel was approved by the department and thus was re-affirmed as head of the college off-campus program. It agreed to administer through such Extension division any and all funds it may receive for such work from appropriations made by Congress or the state legislature or by allotment from the Board of Regents or from any other source. It further agreed to cooperate with the Department of Agriculture in all Extension work which the Department shall be authorized by Congress to conduct within the state.

The U. S. Department of Agriculture agreed to establish and maintain in the Department a division which would represent the Department in general supervision of work within the state and which would have charge of the Department's business connected with the administration of all funds provided to the states under the Smith-Lever Act. The Department also agreed to conduct all other forms of Extension work in agriculture and home economics which was authorized by Congress to be conducted in Oregon in cooperation with Oregon Agricultural College.

It was mutually agreed that the work would follow plans satisfactory to both the state and the Department but that immediate administration should be in the hands of the college. It was mutually agreed that these plans should be written and subject to the approval of the Secretary of Agriculture in accordance with the terms of the Smith-Lever Act. It was also mutually agreed that all agents appointed for Cooperative Extension work in agriculture and home economics in the State of Oregon under this memorandum, and subsequent project agreements, would be joint representatives of the Oregon State Agricultural College and the U. S. Department of Agriculture. It was agreed that the headquarters of the state organization would be at the Oregon Agricultural College. This original memorandum guided cooperative relationships between the land-grant institutions and the Department of Agriculture until 1955 when it was revised as to minor details and signed by all the states except two.

Cooperation between the Department of Agriculture and the state land-grant colleges under terms of the Smith-Lever Act thus resulted in an Extension program in every state, as California and Illinois were not excluded because of not signing of the memorandum. Programs differ in content as do the separate state originating legislative acts.

The basic purposes as set out in the Smith-Lever Act were:

> To aid in diffusing among the people of the United States, useful and practical information in subjects relating to agriculture and home economics, and to encourage the application of the same.

Dr. W. J. Spillman, when appointed first administrator of the Federal Extension Service, in clarifying the law, said the new organization would:

1. Carry to the farmer the results of scientific research in his behalf as well as the results of the experience of other farmers, and aid the farmer in applying these results in his work.

2. Reorganize and redirect the agriculture of the various sections of the country in such a way as to secure on each farm not only the enterprises that are profitable in themselves, each being so conducted as to bring maximum net returns, but also to secure a system of enterprise that will permit the largest economical use of power, capital, and labor possible under the conditions, and which will give as nearly as even distribution of labor and full utilization of equipment as possible throughout the year.

A review of the debates in Congress on the passage of the Smith-Lever Act brings out clearly that the intent of Congress was to raise the income of farmers by making available to them by dramatic methods a vast volume of accumulated scientific facts having to do with land use and the management of agricultural resources. Intent also was that through this process rural living conditions would be tremendously improved. The Act was the result of about ten years of persistent advocacy by farm groups. At that time, vast accumulations of scientific knowledge of well-proven value were not in common use. Living conditions on many farms far too often were primitive and not in keeping with desirable social progress.

Every state brought county government into the cooperative financing plan except Illinois where a membership association represented the county.

Programs directed toward these broad objectives have differed in organization and operational detail among the fifty states.

The participation by three levels of government was unique and has proved a power of strength in the educational process. It has forced annual evaluation within the counties, and at least biennial review by state legislative bodies.

The county or area Extension agent has had available at his command vast resources applicable to the economic and social development of his area. He is aware of the successful experiences that have prevailed in his country or area. As a staff member of the State College or University, he is the main outflow for the results of research and resultant action philosophies in both scientific and social fields. He is an agent of the United States Department of Agriculture assigned to its educational arm, the Federal Extension Service, through which the resources of the Department reach him in form to be presented to his clientele. Developing through the years effective educational and action techniques, he brings a constant flow of vital considerations from all these sources for examination and often to form bases of decisions by the clientele he serves. The results add up to one of the most successful adult education programs in all of the history of education.

When funds became available to Oregon under the Smith-Lever Act on July 1, 1914, the Extension Service was already staffed by eight men assigned to the counties as county agents. The counties were Marion, Klamath, Union, Coos, Lane, Tillamook, Crook, and Malheur. These were financed by state funds available under the authorization of the 1913 Oregon Extension Laws, or in some cases, funds of private origin.

The first county to establish a resident cooperative agent under the supervision of the Extension Service was Marion. L. J. Chapin started work there on September 7, 1912. Funds for this work were provided mainly by the Salem Chamber of Commerce with supplemental funds from the Crop Improvement Committee of the Chicago Board of Trade. On the following day, September 8, Floyd W. Rader started work as county agent in Wallowa County. Funds for this work were provided mainly by the OWR & N Railroad and the U. S. Department of Agriculture. The county appropriated $1,000.

Work in these two counties was not long continued. In Marion County, it did not meet effective favor. Farmers questioned the purposes and objectives of this interest in their behalf on the part of the Chamber. An influential newspaper in the county hostile to the college and its administration maintained a continuous barrage of unfavorable comment. The Grange was strong in the county and although the county agent had been a member in another state he did not affiliate locally. This antagonized this strong organization. Members of the county court were not persuaded of any values in the prospect of continued Extension.

In Wallowa County there was quite substantial support from the farmers. The county agent had been effective in assisting on some of the county's major problems. The farmers asked for a $1,500 appropriation for the county's share of a budget for the calendar year starting January 1, 1914. The county court agreed to again grant $1,000. This with other limited supplemental funds available did not provide sufficient funds to adequately meet the required salary of ~~the~~ County Agent Rader who had attracted favorable attention to his work and was receiving offers from other states. The county court and other local interests held that they were appropriating

for Mr. Rader and not for a less experienced man. This attitude prevailing for the work was dropped and Mr. Rader was retained within the state by transfer to Lane County.

In August 1913 work was established in Union County. Union was the first county to take advantage of the enabling legislation of the 1913 session of the legislature. On August 6, the county court appropriated $500. One man was employed to work by the day under the direction of the college Extension Service in teaching eradication of fire blight in the orchards. This first cooperative employee was compensated at the rate of $2.55 a day. He was followed for a one month period by a joint agent compensated at the rate of $3.00 per day. These men made such progress on this major problem that the county court made the appropriation for a full-time Extension agent at a salary of $1,800 per year. Claude C. Cate was employed effective February 1, 1914. A year later Mr. Cate was continued with a increase in salary to $2,000 per year. There has been no period since then that Union County has not been cooperating in Extension work. In November 1915 Mr. Cate was transferred to Jackson County and was succeeded the following February by P. H. Spillman.

In November 1913, J. L. Smith, a graduate of Kansas State College, started work as county agent in Coos County with headquarters in Coquille. Coos County was not connected by winter roads with other points in western Oregon, and Mr. Smith went to Coquille by boat via the Columbia River, Oregon coastline and Marshfield.

Instead of the usual Model-T Ford car his transportation in Coos County was by boat. He first made 400 farm visits to 250 farms. In the

course of these visits, he organized five cow testing associations which included 2,835 cows. He established 12 demonstrations of use of lime on ten farms. This lime was furnished free for this purpose by a Portland company. He established five demonstrations of an acre each of alfalfa and 40 trials of corn of one half acre each. In his office he hung a bulletin board listing seed for sale and also an exchange bulletin board on which were listed items for sale and wanted. Five-hundred acres of logged-off land were burned and seeded to grasses as demonstrations. Bulletin racks were established on the principal public passenger boats. The largest and most lasting item in all of this initial work was that with the cow testing associations.

Work started by the first county agent in Tillamook County, Roy C. Jones, a graduate of the University of Vermont, which has continued to the present day with a tremendous influence upon dairy production, was the Cow Testing Association now known as the Dairy Herd Improvement Association. A testing association had been started by Dairy Specialist W. A. Barr prior to the appointment of Mr. Jones. Mr. Jones' first work was to strengthen this organization, and with the help of Professor Barr, organize a second association. 1917

Amos E. Lovett started work as county agent in Crook County, April 1, 1914. Mr. Lovett was a graduate of Oklahoma A & M. The moving force in establishing the Extension office in Crook County was the county court. Many new farmers had come recently to the county and settled on the new irrigation projects and on dry land homesteads extending out over the high desert as far as Hampton, midway between Bend and Burns. All the business interests in the western part of the county were anxious for these new farms to early attain satisfactory production. The eastern part of the county was an older settled, large scale cattle ranching region.

There was no organization nor association of farm people of any kind in the county. Mr. Lovett first set about forming community groups. During the two winter seasons that Mr. Lovett occupied this position, the jack rabbit cycle was at its peak. The Extension Service appealed to the Bureau of Biological Survey for assistance in organizing control measures for these pests. The Bureau responded by sending R. A. Ward, assistant in biology, to the county. In previous research work for the Bureau he had developed effective formulas for poisoning rabbits with alfalfa leaves treated with strychnine. When farmers were organized into groups with pest control the objective, the poison applications were greatly reduced in cost. The necessity for pest control, therefore, activated the community organization program of County Agent Lovett. The communities already organized united on the control program and other communities organized for this purpose until there were twenty-five community groups. These group members, having become acquainted, found other matters upon which group action was helpful.

The Columbia sage rat or ground squirrel was also a destructive pest throughout the county, and the rabbit campaign was followed by similar campaigns against the smaller rodent. At the close of 1916 control campaigns, Judge Barnes of the county court said that the savings in crops which had been accomplished would more than pay for the county's share of the county agent budget for many years to come.

Similarly organized campaigns against these destructive rodents in other eastern and central Oregon counties were to a great degree responsible for maintaining county agents tenure until other more inclusive accomplishments could be observed.

Mr. Lovett laid the foundation for crop rotations and the adoption of crop varieties adapted to the peculiarities of soil and climate in central Oregon. He resigned in July 1916 to become state leader of county agents in Colorado.

In Klamath County, the county agent immediately arranged with a few farmers to make a start with alsike clover which later became important in the county. The first county agent was M. A. McCall, who left before the completion of his first year and later attained a distinguished position in the United States Department of Agriculture. McCall was by training an agronomist -- hence, undoubtedly, the basis for direction of major activities in his original program. He persuaded a number of farmers to try red clover not generally grown in the county at that time. He brought in seed of grasses from wet lands and persuaded other farmers to try demonstration fields of dry land alfalfa, field peas, and sweet clover. He developed substantial interests in drainage of alkali spots on the irrigated lands. He organized the first local fairs and exhibits acticipating growth of boys and girls Industrial Club work. McCall was followed in less than a year by H. R. Glaisyer who followed through on the field demonstrations of farm crops enlarging them to include variety tests of new introductions in comparison with the crops commonly grown. He visited all of the schools in the county and laid the ground work for 4-H Club work. He recognized the need for farm accounts as a motivation of good management and with the assistance of the farm management specialists included 35 farmers in a record keeping demonstration. He also aroused considerable interest in control of alkali on the farm lands. This later became a major improvement program in the county and resulted in the establishment of a branch Experiment Station in 1937.

In Malheur County, the first work was drainage of alkali land. Increased attention was paid to expanding the dairy enterprise and work with corn improvement.

Two invaluable developments in Lane County contributed by the first county agents were the organization of the Lane County Agricultural Council, elsewhere described, and the establishment of the Eugene Farmers' Market. Both of these organizations have persisted to the present time. The Farmers' Market, organized to provide space where growers could offer their own produce for sale at regular intervals, was highly successful. It attracted national attention and its plans were used as a model in many other cities in the United States.

Cooperative work in Jackson County was established on July 1, 1914. This county and Harney County were the first two to benefit under the appropriations made under terms of the Smith-Lever law. Budgets of these counties, therefore, were the first to be made up of funds from county appropriation, state duplication and from the Department of Agriculture. In Jackson County work much similar to that which seemed to be in the field of the county Extension agents had been carried on by a county pathologist supported by the county on the insistance of leaders of the rapidly developing horticulture industry. The county pathologist, P. J. O'Gara, received a salary of $5,000 per year and had built up a well equipped laboratory. O'Gara went to California and was succeeded by a Dr. Henderson. The county court upon learning of the possibilities of the new Extension Service decided that equally good service could be obtained at less cost by cooperating with the college. Accordingly, an arrangement was made with the Experiment Station under which F. C. Reimer, superintendent of the Southern Oregon Experiment

Station in that county, would divide his time between directing the station and serving as county agent. This arrangement involving a dual function did not work out well. Accordingly, Claude C. Cate, highly trained in horticulture, was transferred from Union County to the Jackson County position in November 1915.

In Harney County, L. R. Breithaupt was superintendent of the Harney Experiment Station at Burns. He had done some Extension work through established field demonstration and field meetings in connection with his duties as superintendent of the station. The county court made certificate of appropriation establishing Mr. Breithaupt as county agent in order that funds might be available for his off-station activities. As in Jackson County, this divided function did not work out well, but in Harney County no provision was made for continuing county agent work after May of the following year, 1915. This was largely because Harney County farmers did not differentiate between the functions of the Experiment Station and the county agent, and since Breithaup was to remain there, anyhow, as superintendent of the station, they did not organize or support any movement for local funds for the off-station work.

Receipt of the federal funds made available by the Smith-Lever Act greatly facilitated organization of the Oregon Extension Service on a more effective basis. But in so doing it tended to concentrate attention upon educational programs in agriculture and home economics, and because of this diversion of emphasis, work in other fields gradually ceased to develop as vigorously as at first had been the intention.

Within the college, the Extension Service was organized with the Director responsible to the President. The position of Extension secretary was established. This officer managed financial budgets, supervised clerical staff and was, broadly, administrative assistant to the Director. One staff member was designated as County Agent Leader. His assignment was to present the possibilities to Cooperative Extension work to the counties through the county courts, and other leaders, to recruit and recommend county agents, to assist these county agents in development of their program and then to give it supervision and evaluation. A State Leader of 4-H Club work had been designated to work with and through the schools and the development of boys' and girls' Industrial Club work.

Soon after receipt of the first federal funds a staff of specialists also was employed. The fields first covered were agronomy, horticulture, dairying, animal husbandry, poultry husbandry and home economics. J. E. Larson was specialist in agronomy, W. S. Brown in horticulture, W. A. Barr and Frank Kehrli in darying, Ralph Reynolds in animal husbandry, C. C. Lamb in poultry and Miss Anna Turley in Home Economics. Information work was placed with one person, C. J. McIntosh, under the title of editor of press bulletins.

The Extension specialists in the area of dairy husbandry were employed under the terms of a cooperative arrangement between the Dairy Division of the U. S. Department of Agriculture and the State of Oregon acting through the college Extension Service. Under the terms of this agreement, one specialist was assigned to work in western Oregon and one in eastern Oregon. The objective was to promote the dairy industry and to establish and carry on appropriate educational programs to improve its

methods and increase its efficiency. At that time, the state average butterfat production per cow was less than 160 pounds per year. There were about 30 creameries in the state, many of them too small for efficient operation and nearly all of them facing a major marketing problem as the Portland market controlled by centralizers discriminated in prices paid to county creameries to the extent of two to four cents per pound butterfat basis.

The specialists set out to increase the volume in some of the smaller creameries by increasing dairy production on a community basis. To improve efficiency on the farm, they started the organization of Cow Testing Associations. A Cow Testing Association, forerunner of the present Dairy Herd Improvement Associations, was an association of about 25 dairymen who agreed to include their herds in the testing program on an annual basis. The testing was done by a man who spent one day each month on each farm testing the individual cows for butterfat production. In the interim between visits of the tester, the dairymen kept a daily production record on each cow. At the close of the year each animal's production of butterfat could be computed with close accuracy.

The dairy specialists also taught improved feeding methods. An important part of this phase of their program was encouragement and assistance in construction of silos. Improved breeding practices were included in the management program, and many carloads of dairy cattle with proven production records were brought in from other states.

A unique program feature was initiated in Polk County under the leadership of the then County School Superintendent, H. C. Seymour. Several schools were furnished a Babcock tester, and milk from home farms was tested

periodically. Records on production of 500 cows were thus established. Similar work as a result of success in Polk County was established in Marion, Yamhill, Lane and Umatilla counties. At the end of a year, 40 Babcock testers had been placed in schools under this plan. Record keeping contests were developed, and this became a substantial feature of Boys' and Girls' Industrial Club work.

Mr. Walter Brown, specialist in horticulture, decided upon orchard spraying as one of his main projects. He arranged for spraying demonstrations in the main fruit producing counties in western Oregon. One type of demonstration was spraying of prunes for control of brown rot. Another type of demonstration was spraying apples for control of scab, codling moth and rosy apple aphis. Check blocks were established and at harvest time beneficial results of spraying were carefully recorded. This material was used for presentations and management lectures during the winter season. In most cases a summer field meeting was held for the benefit of neighbors within the community. Another project in horticulture was pruning. This called for five pruning schools. These were locally arranged by the county agent, and the specialist served as an instructor. Participants in the school were required to do actual pruning under the direction of the specialist. In addition to the regular pruning schools, from nine to ten one-day demonstrations of pruning were held each of the early years. As a special war emergency project, the specialist in horticulture headed up a state wide campaign for more home gardens. He prepared extensive bulletin and press material and accompanied the special group of lecturers, which made up the staff of a special train operated throughout western Oregon by the Southern Pacific Railroad. During the winter months, the specialist also handled most of the horticultural subject matter at the movable schools and served as judge of

horticultural products at 11 to 15 fairs each year during the earlier years of Extension work.

J. E. Larson was the first Extension Agronomist. His field was crops, soils and agricultural engineering or farm mechanics as it was then known. At the close of three years work, Mr. Larson believed that the most important immediate project on which he had worked, and also which was the most important from the standpoint of outlook for profitable accomplishment, was in the field of drainage. Vast areas in the Willamette Valley were greatly in need of tile drainage if production was to be increased. In 1916 Mr. Larson held 20 field demonstrations of drainage work. These demonstrations were actual on-the-ground meetings where Mr. Larson actually located and laid out the beginning of a drainage system. During the year, Mr. Larson assisted by county agents in Lane, Tillamook, Columbia, Multnomah and Yamhill counties designed tile drainage systems for 4,440 acres on 46 separate farms. The understanding with the farmer was that these were to be community demonstrations and that meetings would be held from time to time and the systems were to be visited by tours. Records of results as to increased crop production as a result of drainage were to be kept for teaching purposes. Mr. Larson also initiated the potato certification project as there then was a brisk trade in potatoes for seed between some Willamette Valley points and California.

When Mr. C. C. Lamb began work as the first Extension specialist in poultry husbandry, there was much public interest in the possibilities of poultry production. The state was a deficit area often importing eggs from the middle west. Professor Dryden, head of the college poultry department, had just developed the first hen to lay 300 eggs in a year. Sixty-two

lectures were presented and 36 visits were made to farmers for individual consultation. The press was anxious for articles on poultry production and 133 articles were prepared. Field work was quite largely in the field of marketing which resulted in the organization of ten local cooperative egg marketing associations or circles. These were located in Corvallis, Salem, Lebanon, Stayton, Dallas, Woodburn, McMinnville, Dayton, Cheshire and Lacomb. A central sales agency established an office in Portland.

The central sales agency was not adequately financed. As a result of inability to meet competition because of insufficient capitalization, the members pulled away from the central organization the second year and the office in Portland was closed, and each cooperating circle was thrown back upon its own resources. Much improved conditions developed from this movement, although the central success was not attained. The producers had learned much about improved handling of eggs and local dealers in order to forestall future developments of this kind and improved their handling practices, including paying better prices and abandonment of the old custom of taking farmers' eggs in trade.

Work of Mr. Ralph Reynolds as livestock specialist started slowly. The livestock people tended generally to be very independent operators and were not easily convinced that professional agriculturists had much of value to pass on to them. One of the early projects which made reasonably headway was improving Oregon's horses. This was attacked by the organization of two horse and colt shows--one in Lebanon and one in Dufur. The second project was cooperative marketing of swine. Cooperative swine shipping associations were organized in Yamhill County largely through the local activity of county agent Shrock. Preliminary work was done in Linn and Polk counties. Work

was initiated to increase and improve the sheep and wool industry of western Oregon. Main interest in livestock Extension work was shown in the matter of judging fairs and shows. Specialists with some assistance from department members judged livestock at 24 fairs and shows.

Miss Anna M. Turley, a graduate in home economics of Purdue University and later on the faculty of Montana State College, was the first Extension specialist in home economics, appointed December 8, 1914. Miss Turley's first work was responding to the many requests for lectures in home economics, or domestic science, as the term then was. She also participated with the specialists in agricultural subject matter in rounding out the programs of the movable schools. These were three to six day programs featured by agricultural subject matter lectures and demonstrations appropriate to the region and by Miss Turley's presentations mainly for women. She built her lectures around the food problem, nutrition, the shelter problem, including kitchen arrangement, and clothing problems involving both construction and textile selection. In the first year of her employment, she participated in these movable schools in 14 communities. She presented altogether 150 lectures and demonstrations during her first year. Many of the lectures were before the school community; and largely as a result of her stimulation, six high schools introduced home economics instruction in their curricula. Eight schools, as a result of her lectures, began warm lunch service.

Miss Turley early arrived at certain basic conclusions which have constituted a strong part of the foundation upon which this phase of Extension work has been developed. She pointed out that technical information is important, but the ability of Extension teachers to make it an active force

is even more important. She concluded that farm productivity depends to a greater extent upon farm home efficiency than is generally recognized. A prime objective of home economics Extension teaching is recognition that efficiency in the administration in the homemaker's kingdom must be the modern homemaker's idea and the object of her practice.

In the second year of home economics Extension it became apparent to Miss Turley that to reach a larger audience, organization of women in local communities into study groups would be an advantage. With the cooperation of the county agricultural agents, she introduced this procedure in Josephine, Jackson and Yamhill counties. Work offered to these groups was a home cooperators' demonstration project, the first section of which was household accounting. A farm home study tour was suggested and food preservation rounded out these first program offerings.

This organization process based on this subject matter was largely suspended because of the onrush of emergency activities necessitated by World War I. These required establishment of the first district home Extension agents and supervision of their work which became almost entirely food preservation and conservation, and taking the story of war emergency food and other household measures to the counties not serviced by the emergency district home agents.

The work programs of the early county agents were varied. This type of educational procedure was new everywhere. Methods had not crystalized; therefore, no standards had been developed other than that the demonstration was the basic teaching method. The first point probably in program development was the particular technological training tended to initiate work

in fields in which they themselves felt most competent. At the college, department heads were leaders in research which in every department had arrived at conclusions which seemed to promise well if more widely applied by the producers. These department heads were alert to the possibilities in a demonstration program to bring these results into wider understanding. They, therefore, influenced the county agents' work program. The Extension specialist representing the department for field work contributed ideas. The state leader was alert to program possibilities and from his wide observations decided upon some of the activities.

Another strong influence in the determination of work to be followed was the necessity of obtaining the appropriation of funds for cooperation from the county each year. The county courts then were composed quite largely of older citizens, often retired farmers. These men were not greatly in favor usually of spending county tax funds for education in the abstract. If science principles applied out on the land of the county would increase dollar returns, then they could be favorably interested. Because of this, in those early days it was almost always a requirement that the county agent at the close of a year's work show some concrete results in a definite financial advantage he had gained to the county to the extent of many times the county appropriation asked for his work. The appropriations requested from the counties for the single worker were usually within the $1600 to $2000 range. County courts were loath to appropriate higher than the sum which would be duplicated by the state. To these county budgets Extension Service allocated varying sums of federal money. Each budget, therefore, was made up of funds from three sources: county, state--through the duplication statute, and federal. The salaries paid and the expense budgets required were a matter of annual negotiation and agreement between the

Extension Service, represented by the county agent leader, and the county court of each county. Because of the necessity of showing a financial benefit, programs followed were much more elementary than those which became the custom in later years. Nevertheless, many of these quickly financially beneficial projects proved very valuable in the long run as well as at the moment and were in conformity with the immediate needs of the times.

By 1916, although increasing attention was being given to developing effective programs for the county agents, there was considerable activity on projects originating at the state level. The projects sometimes involved the county agent only in the matter of local arrangements. In connection with others, he appeared on the program or as a meeting or section chairman.

One important activity of 1916 was a course of lectures on mechanical engineering in Portland. A special course on heating and fuels, disinfectants and plumbing was given in Portland for janitors. A series of lectures in electrical engineering was also presented in Portland. Consultation service on highway construction was utilized.

Correspondence courses continued. An elaborate exhibit was made at the 1916 State Fair and a special exhibit was shown at the National Apple Show in Spokane. A start was made on the reading circle plan in cooperation with the state library and the State Department of Education. Providing speakers for teachers' institutes reached 25 counties. H. C. Seymour, State Club Leader, was the speaker most often assigned but other faculty members including other Extension staff personnel met many of these requests. Fair judging assumed larger proportions from the standpoint of time required. Thirty-four judging requests were honored. For the first time a fee was

established, $10.00 for each judge furnished to county fairs. No fee was charged for local community and school affairs. The Extension Service also cooperated with the OWR&N Railroad in running a wool improvement train over its lines from Vale to Madras. In cooperation with the OWR&N and the Southern Pacific, a food preparedness train was run from Hood River to Baker in eastern Oregon and from Ashland to Oregon City in western Oregon.

One of the substantial activities of the Extension Service in these first years was holding movable schools. Several staff members would be assigned a certain time in a particular county and meetings would be arranged at three to five community centers within the county and schedules worked out rotating Extension staff members to these community centers. In 1916, the last year for this activity on this organized basis, these schools were held in Josephine, Lake, Klamath and Wasco counties attended by 5,335 people.

Another activity in the early days was an annual farmers and homemakers week on the college campus. Many of the statewide agricultural organizations planned their annual meetings for this time. Reduced rates for attendance was offered by the railroads. In 1916 the attendance of men and women was 1,717 and of this number, 551 came by rail from some distances as this number of railroad tickets were validated.

A significant feature of early county Extension work, once established, was the annual county budget hearing. Under the Oregon law, the county court and budget committee is required to publish proposals for the annual budget for the next year in the offical county newspaper and call for a hearing in 30 days. [illegible]

hearing on the budget at a time not less than 10 days after the first publication. Until July 1, 1942, the county budgets were prepared on the calendar year basis. Therefore, most of these budget hearings were in December and until the late 20's were events of great enthusiasm and always heavy attendance in half or more of the counties of the state, particularly those in the Willamette Valley. At every one of these hearings it was necessary that someone be prepared to defend the work of the county agent. This was new work and the mistaken but quite established concept of telling a farmer how to farm was not popular. It was a strict necessity that the proponents of the work be able to show a distinct dollar return many times greater than the sum involved in the proposed appropriation. While this meeting was a hearing only and not an election, a good many county courts would shape their budget according to the expression on the various items made at this meeting.

These hearings were, of course, exceedingly worrisome to the Extension administration. Now and then an appropriation, even where some very creditable work had been done, would fail to be continued. Nevertheless, through the years this critical appraisal, a feature of the Oregon law, has proven a beneficial one to the Extension Service. It was necessary throughout the early years to attain clearly evident accomplishments at once which could meet public support. The budget process was in effect a very thorough annual review or evaluation. It contributed greatly to establishing both volume and soundness of work. Since the late 20's these budget hearings have decreased in importance and generally are now only a matter of form.

In January 1916, four additional counties established cooperation within Extension work. These were Multnomah, Yamhill, Wasco and Josephine. Largely through the activities of business interests mainly represented by

Mr. O. M. Plummer, secretary of the Portland Union Stockyards, the county commissioners in Multnomah County made appropriation for the employment of a county agent in the fall of 1913. Because of the activity of the business interests, the farmers protested this appropriation and it was rescinded. The following year, eight local granges and the Pomona Grange passed favorable resolutions asking for the work. The request was ignored by the commissioners. The following year the Pomona Grange spearheaded the pressures for an appropriation which was made to become available January 1916. S. B. Hall was appointed January 16, 1916, and continued in that position for exactly 30 years.

In Yamhill County, work started as a result of a general demand on the part of the granges and Farmers' Union of the county. There were six local organizations of each.

In Wasco County, cooperation was established largely through the efforts of the leadership of the Farmers' Union which was strong in that county. There was also appreciative interest on the part of County Judge Gunning.

In Josephine County, the county court had made an appropriation in 1913 which was rescinded before work started. The county court was insistent that the proposed county agent also serve as Horticulture Inspector. The district Horticulture Commissioner did not approve, and the appropriation was therefore cancelled. In 1914 and 1915, representatives of the Pomona Grange and local grange organizations appeared before the county court, and in the latter year, appropriation was made again on condition that the county agent assume the duties of Horticulture Inspector. This was satisfactory to

the newly appointed district Horticulture Inspector, and work was established on this basis. Through a memorandum agreed to by the Extension Service and State Board of Horticulture, this dual arrangement continued for some years.

The first county agents in Yamhill, Wasco and Josephine counties were M. S. Shrock in Yamhill, A. R. Chase in Wasco and C. D. Thompson in Josephine.

In 1917, several specialized schools were organized and a new feature was established. It was payment of fees by participants. The first of these was a grain grading school at Moro and following that, one at Pendleton. The enrollment fee was $2.00. A pruning school was organized in Hood River covering six successive days with an average attendance of 65. Fee for this was $1.00. A five-day irrigation school was held at Redmond, likewise calling for a $1.00 enrollment fee. A special school was organized for boys in Multnomah County. This was held at the Multnomah County Farm and covered a three-day period. In a similar manner, a dairy school was set up also on a fee basis. In this case, a series of four meetings were arranged to be given at intervals of three to four weeks which reached 14 communities in western Oregon.

World War I brought sharp changes in emphasis within the Extension programs. To insure adequate cooperation of the farmers of the country on war food objectives, it was necessary that they have an understanding of problems involved and the reasons why they were being asked to change their plans to insure maximum war results. Experience already had made clear that the county Extension agent was in a key position to explain emergency needs and to assist farm people to organize for more effective action. Therefore,

in 1917 a special appropriation was made by Congress to be used in cooperation with the states to increase the number of county agents. Underlying purpose was to expedite the war food program by increasing farm production and to carry out the educational phases of projects having to do with the war effort. Funds were in the amount needed to establish a county agent in every important agricultural county in the United States and to make an increase in the number of home economics agents who would also assist in the war food programs.

At the time these funds became available, 15 Oregon counties were cooperating in the employment of county agents. There were no county home demonstration agents. These 15 counties were: Union, Coos, Lane, Klamath, Tillamook, Malheur, Crook, Jackson, Harney, Lake, Wheeler, Yamhill, Multnomah, Josephine, and Wasco. Stimulated by these additional funds, the number of cooperating counties was increased to 25. The counties brought into cooperation were: Benton, Umatilla, Douglas, Marion, Clackamas, Baker, Wallowa, Washington, Polk and Morrow. Decision was to establish these additional agents only upon the established cooperative basis--part of the budget from county, or agreement of the county court to cooperate upon that basis upon the start of the next operating year.

Seven home economics trained women were established in seven districts of several counties each, covering eighteen counties in all. Salaries and expenses of these home agents were met from the special federal funds, and county cooperation was not required for the remainder of the current year which was 1917. The women appointed, territories assigned and headquarters for the period August 16, 1917, to July 1, 1918, were as follows:

Agents	Counties
Anne McCormick	Jackson Josephine
Ruth Corbett	Douglas Lane
Bertha Edwards	Linn Benton Lincoln
Lorene Parker	Marion Clackamas
Edna Mills	Polk Yamhill Washington
Martha Bechen	Hood River Wasco Sherman
May Murphy	Umatilla Union Baker

At the request of the Department of Agriculture, an additional emergency project was established--distribution of farm labor. J. W. Brewer, well known in the state as a Chamber of Commerce Secretary, most recently at Redmond, was employed to head this new project. The amount of war emergency funds utilized for the county and district Extension agents was $46,600.

In increasing the number of county agents, decision was made to negotiate only with the most important crop producing counties. No approach was made to the interior range livestock counties nor the coast counties which were believed to hold only limited opportunities for increased crop production of the types especially needed in the war effort.

First priority to all work was the policy now followed by this enlarged field staff. This emergency service could be grouped into six

divisions, namely (1) increased food production, (2) government surveys on war necessities, (3) location and distribution of best seed stocks, (4) farm labor recruitment, (5) distribution and organized rodent and pest destruction for crop protection, and (6) promotion and assistance of home gardens.

An example of increased food production was the increasing wheat acreage of 50 percent in the county agent counties as against 33 percent in non-agent counties.

In the early efforts to establish a financial return on the work of county agents, eradication of rabbits and ground squirrels had been a major factor in the counties east of the Cascade Mountains. So serious was the infestation of these rodents in that vast area that upon request of the Director of Extension, the United States Biological Survey again assigned a specialist to Oregon to teach the county agents eradication measures and to coordinate their activities. Already marked success had been achieved in reducing rabbit population in central Oregon, particularly in Crook and Deschutes counties. Similarly successful campaigns had resulted in great savings of crops in Baker, Union and Wallowa counties. Under the impetus of the support of the war food production program, this work was greatly expanded and extended into some of the western Oregon counties; thus, in 1918 it was estimated that crops to the value of nearly 3/4 million dollars were saved by successful campaigns against these rodents.

This war emergency period also marked the initiation of a long time farm practice which still prevails and which has brought wealth to the state which cannot be accurately estimated. At the southern Oregon Experiment Station, it had been discovered that ordinary flowers of sulphur

greatly stimulated alfalfa growth on soils there. County agents in other established test plots and in some of the counties results were positive, even startling. In others having different soil types, there were no results. Deschutes was one of the counties where response was outstanding and the county agent there, R. A. Ward, established 40 to 50 field demonstrations of an acre each on which 100 pounds of sulfur were applied to the alfalfa stand. In every instance, results were positive; in some cases to the extent of 100 per cent increase in yield on the treated acre compared with adjacent non-treated areas. A series of field meetings was held on selected fields in every community of the county. Enthusiasms thus kindled from on the groundobservation enabled the county agent to organize an alfalfa sulphur club, each member agreeing to use from 500 to 2400 pounds of sulphur on his alfalfa fields. This resulted in an order for eight car loads of sulphur. Local warehouses did not stock this amount and seemed unwilling to take a chance on this new departure. Accordingly, the farmers themselves organized a pool, arranged with the bank at Redmond for a loan and brought to the county the total tonnage estimate. It was estimated that this one shipment produced $80,000 worth of additional alfalfa. It was learned from careful observation that this first treatment was fully effective for three years; thus, returning on the average about three tons of hay for each dollar expended for suphur. This soil treatment became standard on many of the soils of central Oregon and in southern Oregon. Results from this treatment in the northeastern part of the state and in the Snake River Valley, except in Union County, were too slight to be important.

Because in two important agricultural counties, Marion and Yamhill, the county courts refused to establish county agents under the war emergency program, and it had been decided not to propose cooperation to the interior

range counties, some of the federal allotment of funds was available for other purposes and approval was gained to establish paid temporary county club leaders on a 50-50 basis. These were established in 16 counties to continue the necessary implementation of the Industrial Club work during the summer months when the schools were not in session. Local funds were provided from various sources but mainly from the school systems. In most cases the County School superintendent was the person selected for these temporary appointments.

Since the emergency Federal funds for home economics agents were known to be only temporary, organization was set up by Miss Anna Turley, who had been advanced to State Leader of Home Economics, to popularize the work in the counties included in the seven districts to which temporary agents had been assigned with a view to continuation with county financial support after emergency funds were expended.

Each county in which these temporary home demonstration agents worked was divided into natural community centers. Upon starting work, the district agent contacted leading women of each community, and at a meeting sponsored by these leaders the home agent outlined her duties and enlarged upon the possibilities of home economics Extension work. From each of these community committees, a representative was appointed to serve as a member of a county home economics committee. The major function of this committee at that time was to be advised of the program underway, and to give it support.

Sixteen of the 18 counties served by these temporary agents organized such a county committee. These were Baker, Union, Gilliam, Sherman, Wasco, Clackamas, Marion, Yamhill, Polk, Linn, Benton, Lincoln, Lane, Douglas,

Josephine and Jackson. In nine of these counties, the home economics committee was joined to the County Agricultural Council. At the beginning of the year, major projects prepared to be conducted that year by home economics workers were home cooperation demonstrators project, farm home study tour project, food preservation project and war emergency work. As soon as the seven district agents were in the field, emphasis became heavy upon the war emergency programs.

Food conservation was the keynote in the emergency programs. Three phases of conservation were emphasized as follows: (1) through educational work on relative food values, (2) by canning and drying surplus products, (3) by best methods of preparation and use of food substitutes. This work did not prove especially popular but required so much of the time of these district agents that they were unable to develop projects of normally greater appeal. The women employed as district agents were an unusually capable group, and all of them later advanced to high positions in the home economics profession. Because of the narrowness of their emergency work, however, they did not receive enthusiastic support which is the main reason that only three of the counties provided funds for a continuation of this service when county cooperation became a requirement.

The emergency programs were presented by Mrs. Jessie D. McComb and Miss Minnie Kalbus who had been employed as assistant state leaders. They worked in ten counties not included in the districts as follows: Crook, Deschutes, Jefferson, Gilliam, Wheeler, Clatsop, Columbia, Tillamook, Coos and Wallowa. The assistant state leaders spent two weeks to one month in each of these counties. The agricultural agents, where established,

cooperated by arranging community meetings, appointing community chairmen and providing much of the transportation within these counties.

In laying plans for continuation of the home economics work, a committee of the community chairmen appeared before the county courts in ten counties and asked the counties to provide funds which would be used for transportation in the county, stenographic service, office and supplies. Three counties met these requirements appropriating $300 each for six months continuation of the service. These counties were Umatilla, Jackson and Josephine.

In order to reach more than the 14 counties then cooperating in a regular manner in employment of county agents, funds were diverted from regular work to establish five district agricultural agents to engage in war emergency tasks. This was prior to passage of the bill by Congress providing increased funds for the emergency. Two of these were regular Extension specialists who were transferred. One was a transfer from the Experiment Station. Two were specially employed. Each of these district agents, all of whom served without county financial cooperation was also provided an assistant. The district agents were J. E. Larson, J. W. Brewer, J. E. Cooter, E. B. Fitts, and C. J. Hurd. The assistants were W. H. Bailey, H. C. Miller, J. D. McKay, T. D. Case and M. J. Lewis. It should be recorded that Assistant Agent McKay later became Governor of the state and Secretary of the Interior in the cabinet of President Eisenhower, and J. E. Cooter became Speaker of the Oregon House of Representatives.

These men were barely started on their assignments when the special allotment of war emergency funds for the purpose of adding states to increase

the number of county agents was received. Organization plans were then changed. It was decided to locate a man with salary and expenses paid from these funds for the remainder of the year, in each one of the more important agricultural counties, and so far as possible, in those counties where reasonable assurance was provided that the county would start cooperating in the regular manner on January 1, 1918.

Prior to receipt of these funds which it was known had been recommended to the Congress in January by the President, war emergency work was building up its pressures. Director Hetzel called a state-wide meeting in Portland to present the agricultural phases of the war emergency program. President Kerr of the college was made head of a state food campaign committee. Other members were H. L. Corbett from the First National Bank of Portland, C. E. Spence, Master of the State Grange, J. B. Brown, President of the Farmers' Union, J. B. Farrell from the Union Pacific Railroad, Emery Olmstead of the U. S. National Bank, O. M. Plummer of the Portland Stockyards, Leslie Butler, banker at Hood River, William Pollman, banker at Baker and J. H. Booth of the Booth Valley Lumber Company. This committee immediately raised about $1500 part of which was given to Extension Service to aid in the establishment of the six district agents, and some was provided for the Boys' and Girls' Industrial Clubs for advancement of school and home gardens.

It was decided to hold a state-wide agricultural defense day, and on the day designated more than 400 farmers' meetings were held in the state attended by more than 6,000 farmers. These meetings were organized locally by the county agents and other staff members of the Extension Service.

The entire staff immediately instituted county campaigns for increased food production. They were called upon to make numerous surveys, the major one a survey as to available food supplies and one as to possible food increases. A nitrate survey, a special wheat survey and a plant disease survey all were handled by the county agents and other Extension workers. Another important survey had to do with farm labor availability and farm labor needs. Through arrangement with appropriate officials, the county agents offices became branches of the Portland Public Employment Bureau and the United States Employment Service. This phase of the emergency reached such volume that later when decision was made to use emergency funds on the county basis one of the emergency district agents was made a temporary specialist in farm labor.

The 4-H leaders gave time to organizing the Oregon Branch of the U. S. Boys' Working Reserve.

It had become apparent through the experience of the county agents at this time that one of the major food conservation efforts in this emergency period should be stepping up the activities already established toward eradication of crop destroying pests. These included jack rabbits, ground squirrels, gray-diggers, moles, gophers, field mice, and in addition, periodic infestations of insects such as grasshoppers, mormon crickets and cut worms. The Bureau of Biological Survey of the Department of Agriculture had been cooperating with the Extension Service about two years in the war against jack rabbits and the smaller rodents. Arrangements had been made whereby a specialist of the Bureau, Mr. R. A. Ward, had been spending most of his time in Oregon working with the county agents. This work was stepped up as a war emergency measure. Mr. Ward's services were retained in the state as leader

and coordinator and 90 separate organizations were set up for rodent eradication. One-hundred four demonstration meetings were held and 450,000 acres of land were treated with poison. In some regions, special poison mixing stations were set up, and these used 70,000 pounds of grain and $5,000 worth of strychnine. Mr. Ward had estimated an annual damage of $2,000,000 from these pests, and at the close of the first year of this campaign, the estimated decrease in this loss figure was 25 percent. In the midst of this campaign, Mr. Ward resigned from the Bureau of Biological Survey and was appointed county agent in Crook and Deschutes counties.

BIRTH OF 4-H CLUB WORK

When the Smith-Lever funds became available in 1914, the early county agents had done some work in helping to organize and in teaching boys' and girls' Industrial Clubs. These were administered by the State Department of Education under the direction of the State Superintendent of Public Instruction.

In 1905 three county school superintendents, L. R. Alderman of Yamhill County, who had initiated such a program in 1904; C. L. Starr of Polk County; and George Denman of Benton County became interested in juvenile work with the boys and girls in the schools of their counties. They together, worked out a plan by which they would hold, in their respective counties, in connection with county fairs, or as independent fairs, juvenile fairs in which the school children would exhibit different articles that they might make, such as handicraft work, clothing, results of canning, or bread making, and also showing any animals that they might have to exhibit, such as calves, pigs, sheep, and poultry. There was no regular enrollment. No records were kept regarding the work of the young people, and there were no plans made in a definite way for carrying through the work during the

entire year. It was merely a plan to encourage the young people to do something along this line and then, just preceding the fairs the county school superintendents notified the teachers to have these youngsters get together whatever they might have to exhibit. These fairs created considerable interest and began to build up a desire on the part of the young people to plan this work and engage in it year after year with exhibits more thoughtfully organized.

In 1911 Mr. Alderman became state superintendent of public instruction. He then asked the state bankers' association and the Union Stock Yards Company of Portland to assist these young people by donating funds for this work. Funds were advanced to pay the salary and expenses of two men to work under the direction of the state superintendent. One of these men financed by the Bankers' Association was Mr. L. P. Harrington from Lane County, who had formerly had experience in Minnesota promoting growing of corn by boys in schools. The other man, financed by the Union Stock Yards Company, was Mr. N. C. Maris, who at that time was the editor of a farm magazine. These two men carried the work throughout the state, visiting the different schools in cooperation with the county school superintendents building up an interest in showing exhibits of their work at the fall fair.

In 1913 the state legislature passed an act appropriating money for juvenile industrial work and authorized the state superintendent to employ two assistants. This is Chapter 110, Section 7, of the Laws of Oregon for 1913. This appropriation was under the direction and supervision of the state superintendent of public instruction. The state superintendent appointed the two men already in the field to fill the two positions authorized under the law, and they carried the work throughout the state as they had been doing.

Work with youth in agriculture and home economics seemed appropriate to programs projected by the Department of Agriculture and the Extension Service of the land grant institutions. Accordingly, after considerable negotiations, it was decided that the Oregon Extension Service should take over the instructional phases of Industrial Club work and would also give time to furthering its organization. This latter was on a cooperative basis with the school system. Under this agreement, the County School Superintendent was regarded as the leader of Industrial Club work and would be supported and aided by the Extension Service in line with specific agreements worked out in each county.

This original agreement has never been abrogated, but as time went on, County School Superintendents gradually reduced their leadership activities and control. Soon the movement had attained such impetus as a statewide development that it became gradually, through the years, a major Extension Service responsibility with only nominal and usually no direct organic connection with the school system.

The first leader of Industrial Club work in the Extension Service was F. L. Griffin who resigned in January 1916 to accept a similar position in the Extension Service of Cornell University. H. C. Seymour, County School Superintendent of Polk County, was persuaded to accept the leadership of this project in the Extension Service and took over the work on February 1, 1916. Mr. Seymour had attracted wide attention by his successful accomplishments in Industrial Club work. His high standing in school circles and carefully cooperative attitude made this transition in management a smooth and fully satisfactory one.

The objective of the youth movement as then presented was two-fold: first, by offering substantial prizes for the local, county and state contests to stimulate the boys and girls to put forth their best efforts in the production of useful and valuable objects. Second, to instruct these boys and girls in the best methods of doing this work and thus to spread the gospel of efficiency in production.

The two Industrial Fair field workers, working under the direction of the State Superintendent of Public Instruction and in cooperation with the Oregon Agricultural College Extension Service, assisted the county superintendents and teachers in getting the boys and girls in the various school districts of the state to grow farm and garden products and to produce articles in the home for the Industrial Fair exhibits. A series of contests was planned beginning with the local school fair or county fair and ending at the State Fair. The state, county and local authorities in charge of the respective contests obtained both money and merchandise which were given as premiums for the best exhibits made by the boys and girls at the fairs.

By 1912 there were 88 juvenile fairs being held in various parts of the state, with prizes of a value of $20,000 being offered. It was estimated that 75,000 children exhibited one or more articles of their own production or selection at these fairs.

There were about 15,000 juvenile exhibitors at the various local and county fairs and at the State Fair in 1913. Certain undesirable features associated with the Industrial Fair movement were becoming apparent, however, and the state and county leaders in charge of the work decided that a change in method was necessary. It was seen that while the movement had

aroused the interest of boys and girls throughout the state and had resulted in many exhibits being made at the various fairs, there was no definite plan whereby the boys and girls were encouraged to engage in productive effort throughout the year, or whereby they could secure the direct assistance and supervision necessary for sustaining their interest and giving their work intelligent direction. Furthermore, many people felt that undue emphasis was being placed upon the prizes and that in the effort to win a prize certain moral principles were often overlooked.

After the local, county and state fairs were over in the fall of 1913, an effort was made by the Extension Service, in cooperation with the state and county superintendents, to eliminate the undesirable features that had developed in connection with the Industrial Fair and to introduce such new features as would insure the movement a permanent place in the educational system.

An agreement was reached between the Director of the Extension Service, and the State Superintendent of Public Instruction as to an equitable division of effort and responsibility in directing and supervising the boys' and girls' Industrial work. A State Leader of Club work was to be employed by the College on a permanent basis. The State Club Leader was given full authority and responsibility for supervising the boys' and girls' Club work throughout the state. The State Leader, assisted by the two Industrial Fair field workers, employed by the State Superintendent, was to cooperate with the County Superintendents and teachers in organizing the boys and girls into a Club and in rendering such assistance along follow-up lines as might be possible.

In accordance with this agreement the Industrial Fair movement was redirected along the lines of the boys' and girls' Club work which had proved so successful in other states.

Club work was then based upon the idea of organizing those major activities of home and farm, which lend themselves to this scheme of home and school industrial training, into definite projects. Each project contemplated a year's or a season's productive effort along practical and economic lines. The chores or duties that most children are obliged or compelled to do at home, and which are often regarded as disagreeable tasks, could be made attractive by breathing into each the spirit of science, the theory was. The practical nature of the Club projects appeals to the average youth as he feels that he is doing a man's job. The fact that he may derive an income from his labors does not detract from the usefulness of the work. Often the parent was induced to enter into a partnership with the son and the sense of proprietorship which comes to the junior member will do much to keep the boy interested in the farm and the rural scene. The tasks and chores thus become a pleasure and enough of the natural competitive instincts of childhood are utilized to sustain the interest of the contestants through the contest period of several months. These were the theories underlying this new enterprise in education.

Ten definite farm and home activities were selected as a basis for the first year's Club work. Each of these was organized into a definite project which called forth constructive effort during a period of several months. The Club projects encouraged in 1914 were as follows: CORN GROWING, POTATO GROWING, VEGETABLE GROWING, POULTRY RAISING, PIG RAISING, DAIRY HERD-RECORD KEEPING, SEWING, COOKING, CANNING, AND WOODWORKING.

Simple rules were made for carrying on each project and directions for doing the elected task were given in pamphlet form, prepared and distributed by the Extension Service. An effort was made to issue the Club circulars at seasonable intervals so as to perform the double purpose of imparting information and acting as timely follow-ups.

Industrial Clubs were formed in every school district in the state where there were enough boys and girls interested in the work. It was not necessary for a young person to be a member of a local club, however, in order to participate in the Club contests, as any boy or girl in the state, between the ages of 10 and 18, by enrolling with the State Leader, could undertake any Club project, receive all the Club publications issued for that project and be eligible to compete in any Club contest.

The County School Superintendents, who had become the County Club leaders, were given every possible assistance by the Extension Service, in their efforts to organize clubs and prepare for their local and county school fairs. The teacher in each school, or some interested adult in the community was induced, whenever possible, to act as the local Club leader or Adviser. The principal duties were to encourage the Club members in their efforts. To find and develop these local leaders was one of the most difficult and at the same time, most important tasks confronting the leaders. This still is the case.

It seemed impossible to secure sustained manual effort from a large number of boys and girls without the use of such expedients as prizes or premiums. It was believed certain that the Industrial Fair contest movement would have been a failure without the aid of prizes, and it was feared that

any sudden modification of the plan of giving prizes would have disastrous results upon the Club movement. Accordingly, prizes were solicited among individuals and business organizations for the State Fair Club exhibits, and throughout the State the authorities in charge of the county and local fairs were encouraged to provide as liberal a premium-list as their funds would permit.

Many educators criticized the Club movement because of this apparently necessary evil. An attempt was made to overcome these objections by giving the premiums as great an educational value as possible. It was believed that a trip to the County or State Fair, with all expenses paid, or a free scholarship in a short course or vocational course in some educational institution, would prove of greater value to the recipient than a large cash or merchandise prize.

The two boys or girls in each county in Oregon who received the highest rating for their Club work were entitled to membership in the State Fair Camp and School at Salem. The State Fair Board of Directors, responding to the request of the State Club Leaders in 1914, set aside $500 to pay the expenses of the boys and girls while in camp. The various counties, however, were required to raise the funds necessary to pay the traveling expenses to and from the Fair Grounds.

Over 11,000 boys and girls enrolled for one or more of the Industrial Club projects during 1914, the total enrollment by project being as follows:

Corn	984	Dairy	149
Potatoes	939	Manual Arts	1166
Gardening	2745	Cooking	2065
Poultry	1429	Canning	1332
Pigs	485	Sewing	3358

The United States Department of Agriculture, through the Office of Farm Management, came to the assistance of the work in Oregon by paying one-half of the salary of the State Leader of Club work during the last three months of the 1913 fiscal year. The franking privilege was also granted to the State Leader, and this aided very materially in reducing expenses.

The cooperative agreements reached by the United States Department of Agriculture and the Oregon Agricultural College Extension Service, and those made between the Extension Service and the State Department of Education, gave the Club movement the backing and support of these three great educational agencies and seemed to insure a permanent place in the state's educational scheme.

In 1915 L. J. Allen was added to the club staff as a result of a special Department of Agriculture appropriation for pig club work. This designation continued until 1922 when Mr. Allen was appointed Assistant State Leader of Club work and gave his attention to the whole program.

In 1918 available Federal funds were utilized to obtain regular cooperative appropriations for county 4-H Club leaders in Klamath, Douglas, Coos, Clackamas, Multnomah and Wasco Counties.

POST-WAR PERIOD

The basic purpose under the establishment of county Extension agents was teaching farmers, particularly, and the general public as well, results of research in the sciences which had application to crop and livestock production. The number one teaching method recognized at the time was the demonstration. There are two types of demonstrations: (1) the result demonstration and (2) the method demonstration. Teaching by demonstration was based on the simple elementary theory that learning takes place more effectively through a combination of sight and hearing as contrasted to hearing or reading alone. In brief, the theory was seeing is believing. An example of result demonstration was the experiment with sulphur as a fertilizer for alfalfa, it having been disclosed by research application of sulphur to alfalfa lands on certain soils in Oregon greatly increased high production. Therefore, wherever there were soils of this type the county agents persuaded the farmers to make a trial application of sulphur. The county agent would assist the farmer in obtaining the chemical, then measuring the exact area for application and would be on hand at harvest time to assist in measuring the results. It was the usual custom when the results were apparent in the field before harvest to hold field meetings to which neighbors would be invited to hear explanations of the process and view the results.

An example of a method demonstration is treatment of seed or disease control before planting. Another example would be vaccination of cattle for blackleg. Another is mixing a volume of material with prescribed poison chemicals to control such pests as jack rabbits, ground squirrels and grasshoppers.

Oregon is a state of widely varying conditions as to soil type and climate. There are six well defined types of farming regions from a climatic standpoint. Within these regions there are wide variations as to soil type, however. Two counties, Malheur and Hood River, are distinct, themselves, from the standpoint of both climate and soil conditions. Malheur County is similar to Idaho counties in the Snake River Valley, while Hood River County, mainly high mountain valley, differs from any other farming region of the state.

The Oregon Experiment Station was established as a part of the State Agricultural College at Corvallis in 1887. Its research in the field of crop production, soil management, poultry and turkey management, and even livestock management, was limited in its application mainly to the Willamette Valley and much of it to only the upper regions of the Valley. At the time of establishment this was, of course, the most important single type of farming area in the state, as has continued to be the case. At that time agriculture of this region was more highly developed than in the other areas. Recognizing that applicable research to a great degree must be conducted in a compatible environment, a Branch Experiment Station was established at Union in Union County in 1901. This was a result of planning by Dr. James Withycombe, Director of the Experiment Station, from 1907 until he was elected Governor of Oregon in 1914. The Station was established to be the base for agronomic research and for extensive experimentation in livestock management.

Soon after becoming President of Oregon Agricultural College in 1907, Dr. W. J. Kerr started plans to establish a Branch Experiment Station in each of the six major types of farming areas and also in the Hood River

Valley to service the new and rapidly developing orchard industry in Hood River County. Orcharding already gave promise of becoming the major agricultural enterprise of that county. Cooperation of the U. S. Department of Agriculture was obtained and with this aid assured, the legislature provided funds for establishing a Branch Experiment Station at Moro in Sherman County. This county is quite typical of conditions experienced in the larger portion of the acreage in the Columbia Basin. Wheat was then and still is the major agricultural product in terms of dollar returns in the Columbia Basin counties of Wasco, Gilliam, Morrow, Umatilla and Jefferson Counties in addition to Sherman. This Experiment Station gave first attention to production practices in wheat growing, and secondly, the possibilities of alternate crops for that region. The findings of this Branch Experiment Station were the basis of the demonstration programs of the county agents in these counties. The first Superintendent of this Station was H. Umberger.

Mr. Umberger left to return to his home state of Kansas to become Director of the Extension Service in which he was one of the outstanding leaders in the country for many years. He was succeeded by D. E. Stephens, a graduate of Utah Agricultural College. Mr. Stephens' work gave a strong core to the programs of the county agents in that region. A long-time effect of Superintendent Stephens work was in research and the county agents as teachers of his research results revolutionized farm practice in the Columbia Basin counties and have brought increase in dollar returns in that region which it is impossible to estimate accurately. Wheat growing in these counties has been carried on since first settlement under the summer fallow system. This means crop production in alternate years. In the early days it was the theory that precipitation over a two-year period was required for a single crop, hence, prevention of seed or other vegetative growth and the

maintenance of a loose mulch of top soil to prevent loss of soil moisture. Later research has disclosed that it was in reality the accumulation of available nitrates from nitrification over the two-year period that made the alternate cropping plan successful.

One of the early research results was in relation to the time of plowing the land being left to summer fallow. General practice in this area was to plow the land in the spring or early summer at such time as would be convenient. Often plowing continued nearly up to the harvest period which started soon after the first of July in some locations. Ten year's results of Stephens' experiences with late plowing seriously depressed yields of wheat the succeeding year. It was disclosed that under conditions in Sherman County there was a loss of a bushel per acre per week on land plowed for summer fallow after April 15.

In those early days it was common custom throughout the Columbia Basin to harrow the winter wheat in the spring. It was believed yields were increased by loosening the soil crusted from winter preciptation. Results on the Branch Experiment Station indicated no measurable return from this practice.

Extensive wheat variety trials were established. At that time Columbia Basin farmers were producing a dozen or more varieties of wheat, certain neighborhoods concentrating on a locally popular variety, while neighborhoods not far removed and with similar soil conditions would be concentrating on some other variety. One of the new varieties developed by the Station from seed brought in in small quantities from Australia was Federation. There were two types of Federation, one known as Federation

and the other as Hard Federation. Both types proved well adapted to Oregon conditions not only in the Columbia Basin but in the Blue Mountain counties of northeastern Oregon and the Federation on irrigated lands both in the Snake River Valley and in central Oregon. Although Federation is a spring wheat, it was sufficiently hardy to persist through winter conditions most years on the Columbia Basin and it was for a time a leading wheat in the high producing areas of Umatilla County. Other varieties developed by the Oregon and Washington Experiment Stations have largely replaced the Federations.

County agents persuaded farmers to measure results from early plowing of summer fallow on their own places. They persuaded them to check on their own places the results of abandoning the expensive harrowing spring wheat. They persuaded them to establish demonstration fields of the Federations and other varieties which the Branch Station was finding adapted after extensive tests. They demonstrated treatment of seed wheat for smut, which in some years caused serious losses. The Branch Station had failed to find any satisfactory alternate crop for wheat. This fact prevented many costly experimental attempts at alternate cropping on the part of the farmers themselves.

One alternate crop was developed, however, for certain conditions. In the Columbia Basin region there were many areas where soil and moisture conditions made wheat production too hazardous. There were also extensive acreages of thin land along the breaks of the canyons. Superintendent Stephens brought seed of crested wheat grass from Montana and found it well adapted to the Columbia Basin. This proved a very satisfactory replacement

for the native bunch grass which had been lost or seriously depleted by years of over grazing and lack of management. Under the leadership of crops specialist E. R. Jackman, the county agents established crested wheat grass demonstrations throughout Eastern and Central Oregon. These were markedly successful and enabled many of the wheat farmers to diversify their operation somewhat by increasing numbers of livestock.

These results on the Moro Branch Station, brought to the attention of the wheat growers of the area, changed the entire outlook and economic base of this entire region. Soil scientists had been predicting for some years prior to the establishment of the Moro sub-station that wheat production in the Columbia Basin was on a very uncertain base. It appeared to them that continuous cropping to wheat even under the alternate cropping or summer fallow system must ultimately exhaust the soil fertility and result in diminishing yields. The improved cultural practices proven by the Moro sub-station and found effective in management practices on the farms have prevented the prophesied decline in Columbia Basin productivity. In fact, at this time the average annual yield in these counties is about twice the average yield at the time the Experiment Station was established.

The Branch Experiment Station established in Pendleton has made substantial contribution also to increased wheat production. Among the additional practices now in common use are provisions for trashy summer fallow to reduce erosion, application of nitrogen in form of an hydrous ammonia as a general practice and in Umatilla County in 20-inch rainfall areas, establishment of a cannery pea industry that supplies 10-12 percent of the nation's needs.

Extension work took a notable step forward upon the appointment of Paul V. Maris as County Leader on January 1, 1916. H. T. French, who had filled this position since September 1913 had resigned effective August 21, 1915, to become Director of the Extension Service in Colorado. Mr. Maris was a native Oregonian who had worked as a young man in the office of the State Dairy Commissioner and then graduated in agriculture from the University of Missouri. Upon graduation there, he became the first county agent in Saline County and came to Oregon from that position.

By this time, certain basic principles fundamental to off-campus educational work had become clear. One was that to insure sufficient interest to make the program satisfyingly productive there must be some sense of involvement experienced by those for whom the work was intended. Also since support came from public funds, there must be some organized effort to organize, maintain and guide this support. It was also clear by this time that as the number of cooperating counties increased there should be more definiteness as to local application in the subject matter presented, partly because the type of farming regions in the state were widely different. Hence, efforts now were directed toward the determination of more locally valuable projects and centering attention and cooperation on them within the counties. Attempts also were made to bring these projects into more valuable application to local conditions.

It was clear from two standpoints that a more systematic information program was needed. First, for the information of the general public as to the financial organization, purposes, methods and accomplishments of the Extension Service, and secondly, from the standpoint of the educational value of well-organized publicity. Numerous surveys at various points in the

United States had already disclosed that farmers by their own statements found the press their No. 1 source of information as to improved technology. Professor Maris recognized all of these basics, and his early administrative policy was to set the machinery in motion for improvement in all of these directions. On the national scene it had become quite the usual plan in organizing Extension to form within each county a membership group of farmers known as an Agricultural Improvement Association, Farm Bureau, Better Farming Association or some similar designation to advise with the county agent, to sponsor his program, and in many ways to assist in its advancement. The co-operating division in the Department of Agriculture, the States Relations Service, was suggesting, even advocating, in each state an organization whereby such an association of farmers would be called the Farm Bureau. This organization plan contemplated a $1.00 or $2.00 annual membership. These membership fees were used at the discretion of the organization by it for minor expense items which could not properly be charged to the official Extension budget composed of tax raised funds. The organization named an executive committee and usually selected a series of project committees. In addition, there usually was a community committee in each main community center with each member representing one of the projects which had been decided for the county program by the executive committee.

Director Hetzel had declined to follow this plan in Oregon. He believed that the support of the State Grange and the State Farmers' Union had been so earnest and effective in establishing the Extension Service that it would be more suitable policy to work through those organizations rather than to set up a separate one which could be regarded by them as competitive in some respects.

This question of organization within the county was given special attention at the annual conference of county agents held at the college January 1916, the first year of Professor Maris' tenure. A committee composed of county agents R. G. Coglon, A. E. Lovett and R. C. Jones was asked to consider thoroughly the question of county organization and to make recommendations to the conference. This committee recommended that a federation plan, so-called, be set up in each county fashioned after the plan then being followed by Mr. Coglon in Lane County. This organization was called the Lane County Agricultural Council, and it was made up of one representative from each local grange and each local farmers union. A member of the county court was also included.

The principle underlying the federated plan, and, hence, the recommendations of the county agents committee were: (1) it precluded the introduction of an organization which might be competitive or quite generally considered competitive in respect to policy and leaders with the Grange and Farmers' Union, particularly, but to some extent with other organized groups, (2) it recognized a value in assisting to stimulate and activate local organizations, (3) it recognized the policy of complete support of the Oregon Extension Service by public funds. Under such a policy, funds derived from membership fees on an advisory group were not acceptable.

Upon returning to their counties, the county agents were active in varying degrees in establishing the agreed council organization according to the Lane County plan. By the time they had returned to their home offices, a suggested constitution and by-laws had been drawn up. These documents were generally followed, but there were some variations in some of the counties. For instance, not every county was as completely covered with local Granges

as was the case in Lane County. In these counties, council membership was extended to a representative of any organized local group of farmers. Such groups might be locals of the Farmers' Union or a community club. Also in some counties there were dairy associations, livestock associations and so on, and in such cases, these were accorded council representation. In Wasco County, County Judge Gunning appointed membership of the first council, recognizing all the farm organizations and also assuring geographic representations.

Although it had become well established policy that the recognized official cooperating agency within the county was the County Court, it was the plan of Extension Administration to arrive at agreement with these county councils as to the major part of the Extension work load in each county. It was also agreed that county agent appointments would be considered and approved by this group before recommendation was made to the County Court by the Extension Service. It was also the plan that members of this council would report back to the association or group which each represented as to the nature or the Extension program and the possibilities of the local organization actively including appropriate features in its own program or to give impetus to some of the program features.

These councils were growing reasonably well as the county agents learned how to work with them, and the council members in turn were learning how to advance the county agents' program for which they were gradually assuming a more definite sense of responsibility. It was clear that some addition to the original thinking regarding membership on these councils was necessary. Therefore, it was decided that in addition to representatives of organizations care should be taken that there was reasonable representation

from a geographical standpoint. It seemed desirable that all the major communities should be represented, if not by an organization representative, then by a council member at large.

The necessary work in training the leaders to insure active operation of the councils was halted abruptly by World War I. It soon became apparent that the first work of the county agents would now be on emergency war programs. It was soon apparent, also, that the volume of this work would require all of the available time of the county agents and more.

A significant and disturbing change in policy by the Extension Administration brought the growing council movement to an abrupt end in 1919, after only two years of council activity much obscured by emergency duties. In Lane County, however, farmers retained the council policy enthusiastically and the Lane County Agricultural Council has continued as an effective educational and active organization up to the present day.

Hardly less important than the matter of organization in the mind of Professor Maris was that of placing the entire state Extension program upon a definite project basis. He believed that without definitely organized projects in counties connected up with state-wide plans, efforts of county agents were likely to be so scattered that at the end of any given time adequate definite results might not be attained. He also thought that the studied project requires cooperation at the college level between departments and Extension personnel in its determination and that when properly worked out the county agent would enter on his work periodically with a high degree of definiteness as to the areas of his major efforts within agreed

periods. The definite project also was an effective instrument in arriving at program agreement details with the councils.

The policy of projects, once established, the number first decided was 12. These were as follows: soils, crops, animal husbandry, dairy husbandry, horticulture, poultry, pest control, farm management, home economics, fairs, roads and organization. Further, to establish clear cut procedures within the Extension Service, standard forms of reporting were agreed upon. Within the first year, these projects were divided into numerous sub-projects covering work on specific aspects of the major project title. By the end of the first year, there were 27 items and sub-items on the project list.

Early in the administration of Professor Maris question of a longer time contract with the County Courts was given consideration. These was deep discouragement at the administrative level at times because of adverse reactions at the county budget meetings when the budget items for the ensuing year were up for public hearing. It seemed very difficult to obtain sufficient constructive results in a single year to insure a persuasive case in these budget hearings. It was thought desirable to execute a contract covering two or three years' cooperation between these public evaluations. The Attorney General ruled, however, that under Oregon law County Courts could not execute contracts covering personal services for periods longer than the ensuing year. As years have passed, it has become very clearly apparent that an assured longer term between evaluations and decisions would not have been a wise step. It became apparent as the work progressed that one year could more often than had been anticipated add up convincing accomplishments. The necessity to make this annual evaluation has had a markedly constructive

effect on the volume and quality of work accomplished and in developing alertness and stimulating appropriate public relations which added greatly to the effectiveness of the program and the personal standing or citizenship rating of the county agent.

By this time, it had become evident that the Extension teachers must possess combinations of professional and personal qualifications differing from those acceptable in research or undergraduate teaching. It seemed that Extension work, particularly that of the locally established county agents, is of such a nature that it is quite dependent upon the peculiar personal qualities of the county agent for its success. Effective work requires technical training of a high nature and for most, a period of practical experience. This, however, is not enough. The Extension agent must have strength of personality, broad vision and qualities of leadership if he is to gain insured continuation of the confidence of a non-captive audience. Differing from formal undergraduate educational processes, there is no requirement for a member of this county audience to subject himself more than once to the educational offerings underway if he does not find values in his experience.

Two personnel problems closely interrelated were being experienced by the Extension Service. First was limited availability of men qualified to be successful as county agents, and the second related point was the question of salary. Salaries were low and tenure uncertain. Men with capabilities likely to bring success were able to establish themselves elsewhere very often under more favorable conditions as to salary and tenure. Mainly for these reasons turnover of county agents was rapid. When Mr. Maris took over his position, he found that in the eight counties in which

cooperation had been underway for more than two years only two of the original appointees remained. Four of the six had left for positions paying higher salaries.

Under the cooperative financing arrangement whereby each county budget was made up of funds appropriated by the county court, from state duplication and a federal allotment, it was the policy to recommend to the County Court one or more seemingly suitable prospects for county agent work and to arrive at agreement as to salary. While there was no question that the administration was clearly the responsibility of the college, it was believed sound policy to cooperate with the County Courts up to the point indicated. The County Courts seemed satisfied with cooperation to this extent, and there was rarely any attempt to dictate as to personnel or choice of subject matter fields in the work program. In general, the County Courts were satisfied to have the program possibilities examined and agreement on it made with the college by the Agricultural Council.

In later years, by the late 20's or early 30's, it became apparent that a change must be made in the handling of county agents' salaries. It was clear by this time that County Courts would generally not be willing to appropriate funds to meet the salaries necessary to pay for services of men and women competent to carry out effective county Extension programs. It also was recognized that the membership of County Courts, generally, is not sufficiently experienced in the field of education to be competent to set the salaries of staff members at the college level. During the years, the county agents had very well outgrown an early, quite usual, conception that they were county officers. It had become very generally recognized by the public by this time that these resident agents were staff members of the

Agricultural College. Also within the college there had been increasing recognition and appreciation of the status as staff members being attained by these off-campus staff people. These off-campus staff members actually functioned in a dual capacity. They were in every respect staff members of the college and were gradually being accepted into faculty status as to fringe benefits, so-called, and subject to the rules and customs involved in faculty operations. They were also agents of the Department of Agriculture, carried as such on the roles of the Department and granted franking privileges under which their official mail within broad limitations was carried without postage.

One of the first changes in policy made by Dean W. A. Shoenfeld when he became Dean of Agriculture and Director of Extension in 1934 was to change policy as to county salaries. Under the Oregon Extension law, counties made certification to the Secretary of State of the amount of money appropriated to the county Extension program. This appropriation was then duplicated by the State Treasurer up to a maximum of $2,000 in all the counties except five. In the five counties of more than 5,000 square miles in area, the maximum duplication was $4,000. The funds appropriated by the county were sent in two semi-annual installments to the business office of the Agricultural College. Twice counties protested sending these to the college indicating preference to have them expended directly upon presentation of requisitions approved by the county clerk. Both times the Attorney General ruled that the work according to the law was under the supervision of the Agricultural College and that it could not be properly supervised without full control of the funds involved.

With this principle established, the Extension Administration could use any funds constituting a specific county budget for any proper purpose within that county. It was decided, therefore, that funds in the budget from state and Federal contributions would be applied to the salaries of the county Extension agents and the counties would then be asked in the annual budget negotiations to appropriate an amount equal to the estimated costs of the operation. Local costs were mainly office space, usually provided without rental cost in the courthouses, adequate secretarial service, automobiles and their upkeep, lodging and subsistence expenses when necessarily away from the headquarters office and supplies. Decision to develop the budgets in this manner and to operate on this basis resulted the first year in a decrease of approximately $10,000 in the appropriation requests to the counties. It was believed, however, that this reduction soon would be more than regained by reason of its advantages. The first and most important advantage was removal of the salary question from local considerations which often were primarily a comparison with salaries of county officers. The new plan placed the salary scale completely in the hands of the college as was necessary to avoid inequalities and to enable the county Extension staff members to obtain appropriate academic recognition when earned. Another advantage, of course, was a favorable effect upon tenure.

Extension Administration was now completely free to adjust salaries in line with recognized academic standards and procedures. One striking result was that local attitudes on salary scales were almost automatically reversed. Instead of insisting upon a restricted salary scale, County Courts and other local leaders began supporting the policy of cooperating in the employment of the most competent personnel available, since the salary

responsibility was entirely the concern of the Extension Service, and no part of it was shown to be budgeted from county funds.

Funds appropriated by the counties for Extension work always have been meticulously expended in the county of origin. In all the history of the organization, there has never been a case of diversion of county-supplied funds to any other purpose than the work in that county of origin. In the days when discontinuation of cooperation by the counties was not uncommon, unexpended county funds always were returned.

County cooperation started with healthy growth upon the change in policy regarding county financing. The position of county Extension agents attained status in every respect. Tenure lengthened. Academic status moved up. Thought now was given to improved training, often through graduate work. Competent Extension personnel were compensated in line with the policies of the institutions of higher education and competent personnel recognized the opportunity provided for a satisfactory professional career.

In 1917 a plan was tried aimed toward training of young men for Extension work. Arrangements were made with the Department of Agriculture to pay $25.00 per month toward the salary of young men in training to be established as assistant county agents if $25.00 per month could be obtained from other sources. The first assistant county agent under this plan was W. L. Kadderly who was assigned to Multnomah County. The $25.00 per month of local funds was provided by the county Extension budget. Other assistants employed were F. D. Yeager and R. J. Werner in Multnomah County, following Kadderly's advancement to the position of assistant farm management demonstrator. Others were C. C. Calkins in Lane County, J. M. Alcorn in Crook

County, Lloyd Coleman in Coos County, H. E. Selby in Wasco County, M. S. Wright in Deschutes County, George W. Kable in Yamhill County, Albin Noren in Jackson County, P. T. Von Schooley in Yamhill County and P. T. Fortner in Lane County. These assistant county agents were mostly discontinued before the war emergency funds became available and three of them immediately thereafter, and the plan was not re-established. All but three of these men receiving this training became county agents or Extension workers of other classifications in Oregon or some other state.

Relationships between the county agents and the college were clarified substantially at this time by the policy statement agreed to by the Dean of Agriculture and the President. It was:

1. All activities of the Oregon Agricultural College coming under the supervision of the Extension Service, shall be arranged for in county agent counties through the county agricultural agent, excepting, however, such work as may be classed as unusual or emergency work which may be arranged for by the Director of Extension or County Agent Leader.

2. County agents shall direct all requests for the services of staff specialists or any college representative to the Secretary of Extension and all matters pertaining to the arrangement of dates shall be directed to the Secretary of Extension.

3. All requests for service, received from individuals in county agent counties, shall be referred by the Secretary of Extension to the county agricultural agent and the party making the request will be informed of the action and notified that the county agent is the representative of the college in his county through which such arrangements are made.

4. This general policy shall not apply to the scheduling of judges for fairs in county agent counties, nor to the visits of the Industrial Club workers nor to the scheduling of meetings in the City of Portland, that bear no relationship to county agent work.

As had been pointed out, early subject matter selections for work in the counties by the county agents had been quite miscellaneous and always decided with a view to the possibility of showing a money gain or saving to the economy of the country when the question of renewal of cooperation was considered.

Review of the work underway in these early years discloses a long list of activities. There were many which persisted because of their immediate economic value or future promise finally attaining immeasurable values to the state after becoming a commonly utilized feature of farm practice. Among these was a cow testing association program established first in Coos and Tillamook Counties. This work has continued to the present day as an important part of the Extension program now designated as the Dairy Herd Improvement Association project and has perhaps been the strongest single force in raising average annual butterfat production per cow in Oregon from less than 160 pounds to 303 pounds, the most recently computed average for the state.

Although the work in Union County was started because of preliminary success against fire blight in orchards, it was the work in field crops and soils which persisted and, still underway, has brought greatest values to the county. In fact, in the orchard enterprise, adverse factors other than fire blight brought about abandonment of orchard production except in the specially adapted cherry producing community of Cove. Introduction of Grimm alfalfa,

introduction of the small seed business and the 4-H Club work are projects which persisted and in which values are beyond measurement. In Klamath County the early work which by itself justified all the cost for a long period of time was the introduction of alsike clover. In Crook County which later was divided into three counties: Crook, Deschutes and Jefferson, the introduction of sulphur as fertilizer for alfalfa, which through all the years has been standard practice, has brought tremendous farm income to that region. This work was also successful in Klamath and Lake counties and to a lesser degree in some parts of other counties. In western Oregon, nearly all the county agents found profitable response to application of lime to most soils. In many of the western Oregon counties, drainage demonstrations were one of the first lines of work undertaken. These persisted through the years.

In Wasco County low yields of cherries had been found a result of faulty pollinization. A first major project here was bringing about grafting to suitable varieties for pollinization. In Jackson County the nationally famous pear production program was initiated. It featured a swing away from heavy apple plantings and a very scientific management program with pears which replaced the apples. In Deschutes County extensive potato variety trails disclosed that by far the most satisfactory potato for that region was the Netted Gem. A certification of disease free stands of potatoes for seed which later became an extensive state-wide project had its real beginning in Deschutes County in those early days.

Director Hetzel resigned from the Oregon Extension Service in the summer of 1917 to accept the presidency of New Hampshire College. In evaluation of the success of the Oregon Extension Service during its 50-year span, great credit must go to Director Hetzel.

Director Hetzel was succeeded in Oregon on September 1 by Professor O. D. Center who had been Director of Extension at the University of Idaho. Director Center came to the Extension Service during the difficult war emergency period when established plans and programs were largely set aside in favor of participation in war emergency activities. As these extra activities were terminated, attention was again centered on the necessity for improved organization within the counties for the re-establishment and advancement of the more clearly definite educational work. The county councils were now tending to set up community committees, one member of which was to represent each of the major lines of work which the council adopted. Thus, there was a trend toward a skelatonized Farm Bureau type of organization. Up to this time, Extension Administration had held tenaciously the point of view that this simple type of organization could well become an agency for extending a public work to all the people and carried the advantage of recognizing existing organizations. Rather rapidly the idea developed, however, that this type of organization without a membership fee would not attain the degree of interest among the farm people required to make it effective in developing the potentials for accomplishment which were rapidly becoming more apparent as more people became familiar with the work and more willing to support it.

At a conference called for the Imperial Hotel in Portland by Director Center in January 1919, participated in by President W. J. Kerr; the Master of the State Grange, C. E. Spence; President of the Farmers' Union, J. D. Brown; County Agent Leader Paul V. Maris and a number of county agents; and the Director of Rural Organization and Markets, Dr. Hector McPherson; the question of introducing the standard Farm Bureau with paid membership fee was discussed and finally approved.

Immediately following this action, Jackson, Deschutes, Wallowa, Baker and Benton Counties, in this order, adopted the membership fee and organized standard county Farm Bureaus. From that time on the system was gradually extended throughout the state as sixteen counties elected to adopt this organization plan.

The relations existing between the county Farm Bureaus and the Extension agents were intimate. Once the organization had introduced the paid membership feature, effort was made to have the Farm Bureau obtain their own members, but as a matter of fact, the county agricultural agents were the moving spirit back of the organization and were largely responsible for its development, even to maintaining membership. The program of the organization was for the most part mutually developed and worked out in the various communities and counties cooperatively by the county agents and other college Extension representatives and the Farm Bureau members. In fact, the basic idea which the college recognized in approving the more formal organization was to effect some means whereby the leading people of each community might be called in to assist in developing a program of particularly vital concern to them, and after agreement on the program, themselves function helpfully in an organized way in propelling it into action.

It was very natural after an organization developed in this manner had become nation wide as the county units federated into state organizations, and the State Farm Bureaus federated into a National organization, that interest should become centered in many activities not properly a part of an educational program fostered by public institutions.

The local Farm Bureaus had no legal status. The functions and policies, therefore, were largely those which had evolved by virtue of the

cooperative relationship with the Extension forces of the college. When the greater Farm Bureau idea was promulgated by the American Farm Bureau Federation, the question presented itself as to whether or not the close relationship between the Farm Bureaus and the local representatives of public institutions might be maintained. This question was brought to national issue over marketing activities. Natural impulse was for the Farm Bureaus to engage directly in marketing and thus become a competing commercial institution. Ostensibly, it could not properly engage in such activity and still be sponsored and quite directly guided by representatives of an institution supported by public taxation.

Accordingly, in Jackson County, where the issue was first raised in Oregon, thorough consideration of the problem resulted in adopting a policy to the effect that Farm Bureaus in Oregon should not become marketing organizations in themselves but that they should bear the same relation to marketing problems as to other agricultural and home problems, namely, an educational one. They would assist in this manner in developing appreciation of the need of subsidiary marketing organizations that would stand on their own identity. This policy was later sustained by the presidents of the Farm Bureaus, and it became a fairly well established position. Inasmuch as the American Farm Bureau Federation had by this time encouraged a similar policy, it appeared for a time that the Farm Bureaus were on a basis that would permit continued close cooperation with the Extension Service.

The rapid trend toward the strengthening of the State Farm Bureau Federations throughout the country, and the organization of the American Farm Bureau Federation in April 1920, naturally had created an interest in the organization of a State Farm Bureau Federation in Oregon. At the annual

conference of Extension workers in January 1920, the question of advisability of taking steps to weld the county Farm Bureaus into a State Federation was discussed. Because of the newness of the county Farm Bureaus, it was considered unwise to press the matter and it was thought best to permit the initiative to come from the Farm Bureaus themselves.

The American Farm Bureau Federation continued to occupy conspicuous places in the news columns, particularly of the agricultural press of the country. Interest continued to grow until the Extension Service decided it was desirable to call a conference of Farm Bureau Presidents of the eastern Oregon territory in La Grande and a similar conference of the western Oregon Farm Bureau Presidents in Corvallis to consider the feasibility of forming a State Farm Bureau Federation. These conferences resulted in the appointment of a committee to develop a constitution and by-laws for a State Federation. This committee completed its labors at the Oregon State Fair and reported at a general meeting of the Farm Bureau Presidents of the State in Portland. The constitution and by-laws printed and published in the November issue of the Extension Service News was adopted and a temporary organization perfected which was to be made permanent any time after twelve regularly organized county Farm Bureaus ratified the constitution. The objects of the Oregon State Farm Bureau Federation were set forth in the constitution as follows:

> To federate the county Farm Bureaus of the State, co-ordinate their activities, formulate policies, adjust relationships, secure beneficial legislation, promote improvement in all phases of agriculture and home economics rural life. It is further stated that - The objects of this organization shall be effected through the adoption and promotion of a definite State program of work, this program to be based on the results of a careful study of the programs of the county Farm Bureaus. It shall be formulated and directed by the executive committee of the State Farm Bureau in cooperation with the Director of Extension of the State Agricultural College, or such person or persons as may be designated by him.

It soon appeared that the responsibility for developing and maintaining the Farm Bureaus would pass into the hands of the Farm Bureau organization. The functions of the Extension Service it seemed would be principally those of developing the community and county programs of work and presenting and supervising the educational work undertaken in the various counties. This supplementary relationship led to great difficulties.

The next year was a trying year in the history of the Extension Service from the standpoint of relationships with all three general farm organizations, not only the Farm Bureau, but with the Grange and the Farmers' Union as well.

The situation was a rather paradoxical one. The president of the State Farm Bureau Federation became embittered because of the refusal of the Extension Service to recognize that organization as the exclusive agency through which Extension work should be conducted. Certain members with the Grange and Farmers' Union, on the other hand, strongly resented the part played by the Extension forces in building up the Farm Bureau to the point it had attained. This feeling reached its climax about the time of the Farm Bureau's greatest activity. The Extension Service had adopted the policy which it had steadfastly maintained of offering its cooperation on equal terms as to all appropriate matters to all farmers' organizations upon request. It had grown closer to the Farm Bureau because of the dependence of this new organization on the Extension Service for program elements and membership maintenance. There was public acceptance of the provision of a memorandum of understanding between the States Relations Service of the Department of Agriculture and American Farm Bureau Federation drawn in 1921 which became widely publicized as the Howard-True Agreement. This met no

disapproval at the time, but when the State Farm Bureau Federation became involved in financial difficulty, the President began to carry on, through the columns of the State Farm Bureau News, a bitter attack upon the Extension Service, and particularly what was referred to as a change of attitude on the part of the Extension Service toward the farmers. This was interpreted as being the result of pressure brought upon the Department of Agriculture by big business influences, to prevent effective fostering of farm organizations. Actually the position of the Extension Service was governed by the principle of fair dealing with all of the different farmers' organizations.

The Extension Service had recommended to the Executive Committee of the State Farm Bureau Federation, immediately following the issuance of the Howard-True Memorandum of 1921, that a similar memorandum be drawn between the Extension Service and the State Farm Bureau Federation in this state. No action was taken by the Farm Bureau for some months. Then the Executive Committee of the State Farm Bureau Federation invited the Director of Extension to attend a meeting for the purpose of discussing relationships. This resulted in arrangements for a later meeting at which time the question of relations was thoroughly discussed and a Memorandum of Agreement was drawn up and signed. This included the full text of the agreement between the American Farm Bureau Federation and the States Relations Service of the Department of Agriculture. The following reference was made to this meeting in a report of the Director of Extension:

FARM BUREAU MEMORANDUM:

A conference between the Executive Committee of the Oregon State Farm Bureau Federation and representatives of the Extension Service was held in the office of the State Farm Bureau Federation in Portland, Monday, March 13th. There were in attendance, representing the State Farm Bureau Federation, George A. Mansfield, President; Frank McKennon; E. C. Brown,

members of the Executive Committee; Wm. Aird, Executive Secretary; and representing the Extension Service, Paul V. Maris; Assistant County Agent Leaders W. L. Kadderly, F. L. Ballard and C. J. Hurd; Home Demonstration Agent Leader Mrs. Jessie D. McComb.

The conference was held for the purpose of arriving at an understanding as to relationships between the two organizations and was the outgrowth of some misunderstandings that have been growing more acute for a period of several months. The Extension Service presented a carefully prepared statement covering the case and recommending that the Memorandum of Understanding entered into between the American Farm Bureau Federation and States Relations Service be accepted as a general basis of understanding in this State. After an all-day session the conference finally approved this general memorandum and adopted one for the State of Oregon in substantial agreement. The Memorandum has since been duly signed by the Executive Committee of the Farm Bureau and the Extension Director and has been placed in the hands of the members of the Extension staff to serve as a guide in determining matters of relationship.

In May the President of the State Farm Bureau Federation called a meeting of the Oregon Cooperative Council for the purpose of presenting to the representatives of the cooperative associations and the college, the problems of financing the State Farm Bureau News and requesting financial support from the various organizations represented. The various cooperative organizations, as well as the college, reported that they were unable to make financial contributions. The editorial attack upon the Extension Service thereafter was carried on with renewed vigor.

In July, the President of the State Farm Bureau, George A. Mansfield, and Master of the State Grange, C. E. Spence, jointly brought formal complaint against the Director of the Extension Service in a communication addressed to the President of the college. The matter was brought before a meeting of the Board of Regents and referred to the Extension Committee of the Board. At a later meeting, Mr. Mansfield's charges were heard and a report was submitted covering the policy of the Extension Service and the extent and nature of cooperation between the county agents and the Farm Bureau and other organizations. Evidence was submitted to show that the

county agents and the members of the Extension staff were cooperating with the various farmers' organizations and that particular attention had been devoted to assisting in connection with solving marketing problems and fostering cooperative marketing associations, it having been alleged by Mr. Mansfield that these phases of the farmers' problems were being neglected.

While, as indicated, there has been some displeasure on the part of certain leaders of the Grange organization as a result of the assistance given by the Extension Service to the Farm Bureau at the time of organization, no other active steps were taken against the Extension Service and the Grange remained generally friendly.

The State Farmers Union News, the official organ of the Farmers' Union was somewhat critical of the relation between the Extension Service and the Farm Bureau, but this was overshadowed by the attack by the editor upon the Farm Bureau organization itself, one issue being devoted almost exclusively to what was designed to be an exposure of the American Farm Bureau Federation.

The editor of the State Grange Bulletin gave prominence to the statement made by Henry C. Wallace, Secretary of Agriculture, bearing upon the relationship of county Extension agents to farm organizations. In the Grange Bulletin the statement of Secretary Wallace was not given verbatim but was briefed in such a manner as to leave with readers an erroneous conception of the true relationship intended. For instance, reading the Grange article would lead a reader to believe that county agents had been instructed to refrain absolutely from giving assistance to any type of a farmer's organization, especially those having to do with marketing enterprises. It was not

pointed out in the Grange article that educational assistance could be given and was intended to be given, alike with respect to marketing and production.

During 1923 relationships with the State Farm Bureau tended to become more congenial, although the Extension Service still maintained the position that it would maintain the same relationship to the point desired to all three major farm organizations. About this time the State Farm Bureau found it financial position rapidly deteriorating. A Portland office had been established and an executive secretary employed. The secretary was Col. William A. Aird, a farmer from Clackamas County. Debts continued to mount, and it was necessary to discontinue the services of the executive secretary. Creditors began pressing the organization. Since it appeared that each county organization was liable in a measure for these debts, membership in the organizations in the county rather rapidly disintegrated and disappeared. The Portland Chamber of Commerce made some financial contribution to these debts as did President Mansfield from his own resources. But soon he gave his attention to his unsuccessful candidacy for United States Senator.

Following the falling apart of the State Farm Bureau, no formal sponsoring or cooperating organization was set up in the Oregon counties by the Extension Service for some years. On two or three occasions, pronouncement was made that it was the policy to bring about an Agricultural Council after the pattern which was interrupted by the World War I emergencies and succeeding adjustments. However, the emergencies resulting from the depression and the effect upon programs necessitated by cooperation with the new agencies of the Department of Agriculture, which characterized the Roosevelt administration, prevented measurable progress on the Council ideas.

It became the policy to assist in the establishment of county commodity or other special interest committees. These were composed of leaders of the special interests involved and with them Extension workers would discuss the major points of their proposed program, suggest appropriate assistance and to them they would from time to time report a summary of the results accomplished. Whenever work underway was completed, the committee usually would be dissolved and attention centered on other timely activities. At this time the Oregon Extension Service was one of only three such state organizations in the United States without formal cooperating and sponsoring committees of rural people in the counties.

Director Center had resigned as of October 31, 1919. He had accepted a position as County Farm Adviser in McLean County, Illinois, one of the richest agricultural counties in that state in which there was a strong Farm Bureau which cooperated under the Illinois system in employment of a numerous county Extension staff. The position here remained vacant until May 1, 1920, when Professor Maris was advanced from county agent leader to Director. He retained the functions of county agent leader, but appointed three assistant county agent leaders to work on a district basis. They were W. L. Kadderly, C. J. Hurd and F. L. Ballard.

Mr. Kadderly was assigned four nearby counties, Benton, Polk, Linn, and Lincoln, for supervision and handled much of the routine office work. Mr. Hurd supervised the remaining counties in western Oregon and Klamath County. Mr. Ballard supervised the counties east of the mountains except Klamath. He had a temporary office headquarters with the county agent at La Grande.

With the advent of Director Maris' administration, certain new internal operating policies were established. Up to this time in the counties the County Agricultural Agent was responsible to the County Agent Leader, the Home Demonstration Agent was responsible to the State Leader of Home Demonstration Agents and the 4-H Club Agents to the State 4-H Club Leader. When counties began to cooperate to the extent of establishing three Extension agents, one in each of these three categories, problems of co-ordination soon became apparent. It was decided in 1921 that the County Agricultural Agent would represent the Extension Service in certain administrative activities and act as required to co-ordinate the work of all three agents into a single program. This was followed by similar action at the state level. The Assistant County Agent Leaders were assigned responsibility for negotiations with the county courts on financing all three of the lines of work within their districts.

DISCOVERY OF METHODS OF PROGRAM DECISION

A marked change in methods of deciding upon programs of work for county Extension agents began to receive consideration in 1923. Although work in the counties had been organized on a project basis for four or five years, the main considerations in decision making had been the subject matter which the departments of the School of Agriculture had to offer. Any intensive educational campaign centered around production of any specific commodity could scarcely avoid some of the elements of promotion. It also is human nature that any specialized college department should be more or less, usually more, interested in advancement in its own particular field of responsibility. One result of promotion that had severe consequences was in the apple industry. The School of Agriculture had developed a Department of Horticulture which included on its staff a number of members of nationally recognized ability. One of the active areas in agriculture in the state

from about 1904 had been wide advertising and active promotion of orcharding, particularly with apples. More than 80,000 acres had been planted to apple trees under nearly all imaginable conditions as to soil conditions and other suitabilities. Through the years, these orchardists encountered about all the problems to such an enterprise and upon appeal to the college for assistance had received helpful guidance on production methods. The Department of Horticulture through its head, Professor C. I. Lewis, was also helpful in establishing an apple marketing cooperative at Hood River. Nevertheless, by 1923 a good many orchards on less suitable locations were on the point of abandonment. Others that met more satisfactory standards as to production were facing a serious problem in marketing. Oregon's population could only consume a small fractional part of the already available annual production, and it was necessary to sell the crop on eastern markets nearly 3,000 miles away or export it. The yellow varieties went mainly to England. These long distances added up an almost impossible transportation cost to reach markets where in a fairly favorable year there were apples available from nearly 40 of the states, all except those from California and Washington subject to lesser transportation costs.

A serious situation also prevailed in the prune industry. After World War I, the main market for dried prunes, Germany, disappeared, and the three Pacific Coast states in which prune production was centered were heavily over planted from the standpoint of any prospective domestic consumption of dried prunes.

These two situations posed delicate questions to the specialists at the Agricultural College. Obviously, it had been a mistake to have encouraged acreage in apples and prunes only because production conditions were favorable.

The question of market disposal in a broad way had not entered seriously, it now appeared, into the original promotions of these two phases of horticulture.

At this time, in 1923, there were other questions which were concerning Oregon farmers. As a result of the war effort, they had geared their operations to high production. A short economic depression in 1920 accentuated the problems the farmers were facing. As late as 1919, egg production within the state was not adequate for its needs, and eggs were shipped in at times from midwest points. Likewise, as late as 1919, dairy production did not meet the needs of the state, and butter and cheese were shipped in at some seasons in carload lots. By 1923 in both of these agricultural enterprises, production had more than caught up with consumption. Surpluses were accumulating which depressed the markets, and the producers were at a loss as to management directions which they should take. Production conditions in both fields were favorable but what about disposal was the question.

There were other questions as to direction arising from time to time in other areas of agriculture. Pork was shipped into the state annually from midwestern points, and periodically commercial interests organized campaigns for increased pork production. A beginning had been made in canning small fruits and vegetables. A start had been made in the nursery business. Every now and then commercial interests would organize a campaign for additional acreages of peaches or cherries.

Leaders in the Extension Service decided in 1923 that it could render the state unique and valuable services by adjusting its program to give emphasis to the directions which production should take, not abandoning,

of course, technological assistance to any producers of any commodities who might express a need for it. The thought was that since at some point in Oregon every agricultural crop adapted to the north temperate zone could be grown in commercial quantity, the main educational emphasis should be placed upon production and distribution of those which it seemed possible to sell. Accordingly, Director Maris called together leaders of the various commodity groups to make, with the aid of specialists on the college staff, an analysis of each major commodity situation.

Several starting points for these considerations were pertinent facts resulting from an independent study by Director Maris and included in an Extension bulletin entitled An Agriculture Program for Oregon, which attracted wide and favorable attention in Oregon and other western states as well.

The purpose in calling the leaders was to consider the adaptability of each commodity to Oregon conditions, its present status as to both production and marketing and a comprehensive estimate of its long time outlook marketwise. These committees each were made up of a cross section of industry leaders, including producers, distributors, transportation men and bankers. The committees met frequently, some of them as many as ten or a dozen times in the latter part of 1923 and early in 1924. These groups covered the following commodities: Dairying, Farm Crops, Horticulture, Livestock, Poultry, Bee Keeping, Land Settlement, Marketing, Small Fruits, Orchard Fruits, and Wheat.

In every case the committee arrived at some agreed conclusions. These seemed to contribute to an improved base for the organization of

Extension Service projects. Further, they seemed in the aggregate to be of such value as to merit extensive publicity throughout the state, as it seemed that together they formed a very strong basis for what could well be termed a state program in agriculture which could be a guide to the efforts of farm organizations, businesses that depend upon agriculture, the press and educational and administrative agencies.

In order to launch dramatically this extensive public information program, Director Maris and the leadership in these various committees set up a state-wide meeting to convene on the campus of the Agricultural College. It was planned to have the committee conclusions presented by committee members in this meeting as an open forum. Suggestions from the floor of the convention for improvements or deletions, if of generally acceptable value, would be recognized and accepted. Five hundred-forty of the state's leaders in agriculture and businesses related to agriculture attended this conference and thus studied the committee reports, in effect agreeing with the conclusions.

Following this state-wide conference, Director Maris and his associates in the Extension Service decided that the conclusions reached should be taken to the counties in a systematic manner for appropriate considerations there. Arrangements were made for the county agents to set up counterpart committees in each of the counties to give consideration to the findings and recommendations of the state-wide committee as approved by the state-wide conference. The appropriate specialists of the Extension Service and a good number of the resident college staff and some representatives of other agencies were assigned to meet with county committees. These committees in considering the state-wide conclusions brought them down to the matter of

their application to the commodity situation within each individual county. It was then not difficult to reach within these county groups an agreement on local status and problems and on steps which should be taken within the county in the best interests of each commodity situation. This county committee in so doing gave consideration not only to the status within the county but to the outlook state-wide, and to adjustments which should be made in the production and marketing program in any desired and agreed direction.

The county Extension agent served as the executive secretary in bringing about the committee organization and, together with the appropriate subject matter specialists mainly from the college, assisted the committees in their deliberations. Usually each of these committees after a series of two to five or six meetings arrived at conclusions as to actions which should be initiated in the county pointing toward such changes as were agreed desirable. Thus, after the series of committee meetings appropriate to that county, the county Extension agent had laid out before him a well defined program to assist through all educational resources at his command, to activate toward the agreed desirable developments. One feature which always prevailed at the close of these county studies by farm enterprise leaders was a county-wide meeting which usually came to be called a county economic conference. This county-wide meeting conference or forum was publicized, and each of the commodity or special interest committees reported its analysis and conclusions to the county-wide meeting as a general forum. The conclusions and actions finally agreed at this meeting set up what the years proved to be a sound agricultural program for the state. These were published in each county and widely distributed.

This first series of economic conferences was followed by a series in each of the two years following and by the end of the third year this new type of program meeting had been held in in 24 counties.

Before this study of local situations had been completed in the 24 counties, the Extension program had developed definitely the focus which determined its unquestioned value to the state and which served as a pattern for Extension Service procedures elsewhere as well, first throughout the western states and later throughout the country. This focus was on the question -- what can we grow under our particular conditions as to production which we can sell to the best advantage? The methods of program determination established in this process are essentially those advocated by the Federal Extension Service in the mid-fifties under the term Program Projection.

At this time Oregon's population was not consuming more than 40 percent of its annual production. It was already producing a surplus of all the staple agricultural crops of the north temperature zone, except corn, pork and sugar. Most of the conclusions and resulting recommendations from this state-wide economic conference became one of the basic influences in the redirection of Oregon's agriculture which dates from this period--the late twenties.

For example, there was the conclusion that the then acreage of apple trees in the United States was sufficient to meet the then current demands of the country. Because of this it was pointed out as undesirable to increase apple plantings in Oregon at the time, and it was resolved that the question of future general plantings should depend upon an understanding of planting volume in other states. It was also definitely pointed out that

in most Oregon orchards yields were too low for success even under optimum marketing conditions. The inference was plain that such orchards were hopeless from the standpoint of profitable management. A good many farmers, however, prefer orcharding to livestock or general crop operations. Happily, the study disclosed a more favorable orchard prospect in the case of pears. The three winter varieties, d'Anjou, Comice and Bosc, already had been found especially adapted to parts of Oregon. It was recommended that plantings of these varieties be increased as competition from other states was limited to rather moderate acreages in California and Washington. These varieties already proven well adapted to Oregon conditions were a luxury product which could withstand high transportation costs to market centers.

In the case of prunes, there was also a recommendation at the State Conference that there be no increase in acreage for some time. It then appeared that prune production in California, Washington and Oregon, which states had a virtual monopoly on production of this fruit, soon would reach beyond the then domestic consumption by more than 200,000,000 pounds per year, as current unbearing acreage became productive. With the dried prune the basic market form and with European markets for this product shrinking because of post war conditions, it seemed impossible that domestic per capita consumption could be raised to the point of making an appreciable inroad into this prospective surplus. ~~In passing it may be said that~~ When these committee recommendations as to acreage control reached some counties, the counties took completely definite stands recommending sharply reduced acreage of both apples and prunes. Planting prune trees in particular came to an almost complete standstill until fairly recent times.

The state-wide dairy committee had sent committee members to California to analyze market conditions there. It was known that the three Pacific Coast states produced only slightly over 80 percent of the dairy products required. Upon investigation in California, it appeared that the state would not in the foreseeable future, if ever, produce the dairy products required by its growing population. It was further learned by these committee members that the main market demand in California was for butter of high quality. This was valuable information, as there had been heavy promotion of cheese manufacture in Oregon for sometime. When the dairy committee made its recommendation to the State Conference, it pointed to California as a very probable long-time market for high quality butter. It recommended a program of butter quality improvement and cautioned against expansion in cheese manufacture.

The creamery operators found it difficult to reach the California markets with a steady flow of high quality product. With the assistance of R. W. Morse, then Extension Dairy Specialist, and W. A. Schoenfeld, northwestern regional representative of the Federal Farm Board, the creamery operators organized a central sales agency. The purpose was to establish the necessary quality requirements and then to sell the surplus butter in California. This was Interstate Associated Creameries which operated successfully until after the close of World War II. By that time Oregon's growth in population had brought about diversion of an increasing volume of dairy production from butterfat to market milk. Other changes had occurred which brought the state to about an even position as to production and consumption of dairy products. There was now no dependable flow of surplus to market in California. The association dissolved some units of its membership. Others contracted with the United Dairymen in the State of Washington to handle their product.

The Poultry Committee likewise presented optimistic recommendations. It brought out that Oregon's climatic conditions and the high quality of breeding stock already established assured high production. It made clear that it would be necessary to market eggs in the east, and if suitable quality was maintained and certain management practices followed, this distant market could be a profitable one. The recommendations as to management approved some of the then current opinion. They took position against poultry farming as a means of reclaiming logged-off land, or as a venture for small acreages or on a general farm small flock basis. A unit of not less than 400 hens was recommended where it was a side line enterprise and a flock of 1,000 hens or more when poultry was to constitute the main enterprise. Adequate acreage to enable disease control was recommended.

It soon became evident that established trade channels could not be expected to drain any appreciable surplus of Oregon eggs to the eastern markets. Leading producers had already suggested a cooperative marketing association to remedy this blocked flow by establishing a producer owned market outlet. Mr. U. L. Upson, specialist in poultry husbandry, devoted the major part of his time for nearly a year, assisting the growers to perfect such a cooperative marketing outlet. This now was strengthened. This organization proved highly successful, moving as many as a thousand carloads of eggs a year to eastern markets. Even though the three Pacific Coast states have now become a deficiency area in egg production, the Oregon Poultry Producers Cooperative is still functioning helpfully in the producers interests.

The small fruits section of the horticulture committee recommended an increase in sweet cherries and no further extensive plantings of sour cherries. It called attention to the growing success attained in the

processing of small fruits and vegetables and recommended continued study, improvement and advancement in this phase of horticulture.

Notwithstanding that Oregon was a deficiency area in pork production, the conference recommendations cautioned against any substantial increase in swine numbers. At that time, hog prices to the farmer in Oregon were Chicago prices plus transportation to Portland as long as Oregon and nearby Washington markets were under supplied. As soon as local supplies became adequate, local prices were Chicago prices less transportation which placed Northwest producers in a poor competitive position with producers in the Middle West.

The livestock group recommended cooperation with the National Livestock Associations and the Congress on obtaining legislation for control of grazing on 13,000,000 acres of public domain in the western states. This group recommended marketing of steers as two-year olds and an improvement in the lamb crop which in 1920 averaged only 88 lambs per 100 ewes.

At the State Conference the general assembly by unanimous vote adopted a crop protection supplementary report urging stronger crop protection measures. It recommended strengthening research investigation on pests and diseases, and urged co-ordination and cooperation with Federal agencies charged with pest and plant disease control.

The county economic conferences, organized to consider the statewide recommendations, definitely changed the emphasis in the county programs of every one of the 24 counties which participated in the first series. Union County farmers were so pleased with this process that they persuaded

the county agent, H. G. Avery, to assist them in an annual analysis and review of progress made along changes desired.

In 1936, the Extension Service again instructed its state leaders, specialists, and county agents to start another series of county conferences. The underlying idea was to take into account changes brought about by the depression, to evaluate progress made in redirections since the first conferences, and to again examine outlooks toward changes caused by new technology or marketing methods or shifts in population. Again, in 1938, another series of such county studies and conferences was initiated and carried through. All in all, this process has been carried through five times. A long list of sharp changes in agricultural direction and management resulted in the counties from these studies and subsequent action. In some counties these changes were revolutionary. In others, changes were less pronounced because of the nature of the predominant commodity interests. All, however, contributed to the sum total of changes made in the state's production and marketing pattern within a period of 20 years--the middle '20s to the late '40s.

One of the outstanding changes in a county's production pattern was in Klamath County where there was introduction of potatoes as a cash crop. Upon recommendation of a committee of farmers, the county was changed from a potato importing area to an exporting region to the extent of about 11 million annually.

Another sharp change in a county's agriculture was in Linn, brought about by the introduction of ryegrass as a cash crop, together with development of a farm sheep enterprise very compatible with seed production. It

raised the value of about 150,000 acres of land from around $30 to $40 per acre up to $240 to $270 in the current market.

Another sharp change in county agriculture was replacement of about half the apple acreage in Hood River County by pears and the disappearance of apple acreage in Jackson County down to about 300, and the growth of the replacing pear acreage to about 9,500 acres.

All in all, by 1948 the changes in direction in Oregon's agriculture production agreed desirable by the state economic conference in January, 1924, by the farmers and farm leaders themselves were advocated, promoted, and taught by the State Extension Service. The great result was that there were increased annual returns in dollars from Oregon's farm lands of between 70 and 80 percent. This increase was on about the same acreage of land farmed in 1929 as was farmed in 1947 and 1948.

Following the state conference, the Oregon Agricultural College had set up a butter quality improvement program in which creameries regularly sent butter samples to the dairy department for analysis and recommendation. When the first samples were received, only 5.3 percent scored 92 and above, while 69.6 percent scored 90 or below. After four years of this cooperative scoring service, 59.1 percent of the samples scored 92 and over and only 3.6 percent below 90.

Meanwhile, six cooperative creameries, five of them organized with acting assistance from the Extension Service since the state conference, had banded into a cooperative sales agency, Interstate Associated Creameries, to market the surplus butter of its members in California. Meantime, the state

was continuously increasing in population with a resulting increase in demand for market milk. By 1946, the dairy business had increased by 70 percent in annual volume of output, and because of higher production per cow from improved management and breeding, this increase was obtained from only 42 percent more cows and had become a $47,219,000 business for the state as a whole.

The poultry business likewise had increased. It had organized a cooperative marketing association which found distant eastern markets acceptable and egg production from about 15,000,000 dozen annually at the time of the state conference to more than 40,000,000 dozen in 1945. Meantime, a substantial market for baby chicks and hatching eggs had been developed in California, bringing the annual value of the chicken phase of poultry production to about $25 million per year.

Prune acreage had decreased by 30 percent as a result of removal of non-profitable orchards. But even so, production has increased one-third. The industry had met this by moving away, however, from an almost exclusive dried prune basis to a substantial volume of canned prunes and some offerings to the fresh market. A substantial part of the prune acreage was transferred to cherry production. Between the time of the state conference and 1946, cherry acreage increased more than 60 percent.

The Farm Crops Committee at the state economic conference pointed out that the Experiment Station had been successful in the production of several grass and legume seed crops and recommended that seed production be widely demonstrated in adapted areas, further pointing out that it might be possible to increase farm income, mostly in western Oregon, by $1 million from this source. By 1946, the annual value of seed from grasses and legumes had

reached $30 million. It has been reduced since to about two-thirds of that figure as a result of competition from other areas, both foreign and domestic.

Other changes had taken place. All were recommended by farmer committees at the state conference. Pounds of beef produced per head of cattle was increased from 216 to 258. The increase in the Oregon lamb crop was from 88 lambs per 100 ewes to 95 lambs. There was the development of a $13 million annual nursery business and an increase in the bushel yield per acre of wheat in the eight major wheat counties of approximately 100 percent. In fact, every major redirection in Oregon's agriculture since 1924 was foreseen, discussed, and action recommended by the state conference with the exception of the canning pea industry utilizing summer fallow in Umatilla County. Nevertheless, here the Extension Service was helpful in solving two seriously threatening problems. One was retardation of development by mammoth infestations of aphids and one was prevalence of a weed nightshade which produced a seed the size of peas which could not be separated at shelling time. County agent Holt brought Experiment Station specialists to the county and with them worked out control measures which insured the success of the new enterprise.

ORIGIN OF EASTERN OREGON WHEAT LEAGUE

One of the most valuable in the series of county economic conferences was the one involving the major wheat-producing counties of eastern Oregon. Instead of a single county enterprise, it was decided to make this conference a multi-county event because of the concentration on wheat production in several counties which resulted in much the same problems experienced by all of them. Many ideas were being advanced in efforts to stabilize conditions in those counties. These ideas varied greatly. Some were in almost direct opposition to others. These proposals covered all phases of the wheat industry from tillage practices on through warehousing, financing

and selling the crops. As the proposed conference was set up, intent was to consider the whole range of influences, taking stock of all available information, and--after adding the farmer's own experiences and ideas,--to try to arrive at a basic program for advancement in the region.

Farmers in this region had made some progress in working out management standards. As a result of the work of the Experiment Station at Moro, established in 1909, many tillage practices such as date and depth of plowing, rates and dates of seeding and highest yielding varieties were fully accepted. This marked a substantial improvement from conditions ten or fifteen years before when such uneconomic practices as harrowing winter wheat in the spring and late plowing of summer fallow were common. The Experiment Station had disclosed, and the county agents had demonstrated on the farm, that this spring harrowing was useless; that there was a loss of about a bushel of wheat per acre on the average for every week that summer fallow plowing was delayed after April 15. The many varieties of wheat once grown had been reduced upon Station recommendations to a relatively small number. Although this favorable start in management had been made, there was still a long list of problems facing the wheat grower.

About two months before the conference dates, leaders in that region and the leaders of the Extension Service decided upon the subjects which should be given study. These were grouped into five major divisions. A committee of about 20 selected from throughout the district was set up to consider each of the groups of questions. In each case, a secretary was provided from the staff of the Extension Service or Experiment Station. Each of these committees held two or more meetings and assisted the committee

secretaries to gather statistics, photographs, farm records, Experiment Station results and other data for use of the committee and the conference.

There was no speech-making at the conference. Those who attended joined the discussion group in which they were most interested. Two days were spent in each conference group in considering information gathered and in arriving at recommendations. Everyone had an opportunity to express his views. Each group then put its recommendations into a report that was considered by the joint session of all groups on the last day and adopted.

L. R. Breithaupt, secretary of the World Supply and Demand Committee, had spent a month in Washington, D. C., locating all of the available information which might be of use. Eugene Merritt of the Extension Service of the United States Department of Agriculture came to Oregon and assisted materially in putting the mass of information into coherent form. Byron Hunter of the Bureau of Agricultural Economics of the U. S. Department of Agriculture gave a great deal of time to finding and assembling information and having charts made. Dr. W. J. Spillman, consulting economist for the U. S. Bureau of Agricultural Economics, came from Washington, D. C. to attend the conference.

H. D. Scudder, head of the Farm Management Department at the College, author of two bulletins on the results of a three-year cost-of-production survey in Sherman County, made all of this information available. R. S. Besse, Farm Management Demonstrator, aided by preparing some special survey blanks, preparing charts, and assembling information.

The chairmen of the five committees acted as an organization committee in charge of the conference. F. B. Ingels, of Dufur, was elected chairman of this committee and also was chairman of the conference. Other members of this committee were A. R. Shumway, Milton; E. M. Hulden, Blalock; Harry Pinkerton, Moro; and L. D. Barnum, The Dalles. These men all freely gave time toward making the conference a success.

E. R. Jackman, crop specialist of the Extension Service, acted as field organizer of the conference and as conference secretary. George R. Hyslop, head of the Farm Crops Department; D. E. Stephens, superintendent of the Moro Experiment Station; Fred Bennion, county agent of Umatilla County; L. R. Breithaupt, Extension specialist in agricultural economics; and Roger Morse, county agent of Morrow County, acted respectively as secretaries for the committees on Wheat Handling, Tillage and Production, Finance and Credit, World Supply and Demand, and Farm Management.

More than a hundred leading wheat growers served on these committees with bankers, transportation men, millers, elevator and warehouse men, Experiment Station and Extension Service staff members and representatives of the U. S. Department of Agriculture. The number registered at the conference proper was 261. Of these, 184 were actually engaged in farming.

The major committees took a very thorough look at the many conditions surrounding their group considerations. For example, the farm management committee considered costs of production, analyzing the variations, compared costs of horse operation versus tractor operation, combine harvesting against header and stationary methods, costs of bulk handling and sack handling, and went thoroughly into the matter of diversification and

sidelines. The tillage and production group made sound recommendations within this area. The wheat handling and grading group supported the state and Federal inspection services, going into the matter of transportation costs, argued the 2 to 4 cents differential in favor of sacked wheat over bulk wheat, made recommendations as to improvements in warehousing operations and, in fact, gave all phases of wheat handling a thorough examination. The finance and credit group concluded credit facilities were ample. It took a look at the mortgage situation and valuations, the Intermediate Credit Act, licensed warehouses, and on down to care of equipment. The work supply and demand group took a thorough look at the world situation and, sensing very probable wheat surpluses, considered and seemed agreed on the desirability of reduced production through decreased acreage but not decreased yield per acre, which line of thought was a forerunner of programs to be set up eight years later.

Undoubtedly the greatest value resulting from this major event was the decision on the last day of the conference that the studies initiated at this event should be continued. To motivate such continuation, it was decided to effect an organization of wheat growers to be known as the Eastern Oregon Wheat League which would hold annual meetings. It was planned that appropriate committees of the League would function in the interim periods between annual meetings.

Thus was born what was for several years probably the most active and influential of the agricultural commodity organizations of the state. In all the years since this time, the annual meeting of the Eastern Oregon Wheat League and its successor, the Oregon Wheat League, have been among the most productive agricultural conferences of the State. In 1948 , the western

Oregon wheat growers were included in the membership, and the name changed from Eastern Oregon Wheat League to Oregon Wheat League. As a result of this organization vitality, the wheat growers of the state are high among its best informed citizens on agricultural conditions all the way from the wheat field through to ultimate consumption. C. W. Smith, county agent of Morrow County and later a member of the administrative staff in various capacities, was secretary of the League for seventeen years. Perhaps the most important single result was the stimulation of similar wheat associations in many states which later resulted in the organization of the National Wheat Growers Association which has well served the wheat industry.

Another significant work of the organized wheat growers was sponsoring the creation of the Oregon Wheat Commission by legislative action in 1947. This commission was empowered to collect a tax of ½¢ per bushel on all Oregon wheat entering commercial channels. The fund thus raised would provide required financial support for work on the many problems confronting the wheat industry, including production, marketing and transportation. This commission had continued very successful operation up to the present time. It has brought about reduction in transportation costs, has developed new uses for wheat, has financed research in production and disease control, and has provided leadership for similar associations in other states. It has met with success in extending the use of wheat in the rice-producing countries in the Orient. It maintains a staff of skilled workers continuing to work on this project. Mainly to increase the effectiveness of foreign market promotion, Western Wheat Associates was organized, which is the foreign marketing arm of the commissions and growers' associations of the three states--Oregon, Washington and Idaho.

A change in the administrative organization of the Extension Service was effective July 1, 1923. For three years Director Maris had acted as County Agent Leader as well as Director of Extension. In this dual capacity he had been assisted by three men carrying the title of Assistant County Agent Leader.

In 1922 and 1923, difficulty was experienced in retaining counties within the cooperative financing arrangement. Tenure of county Extension agents was brief, and different philosophies of Extension educational procedures prevailed among the three Assistant County Agent Leaders. Therefore, Director Maris decided to centralize field responsibility by returning to the quite standard organization plan followed in most states which included a County Agent Leader. Mr. Hurd was transferred to the position of Extension Specialist in Marketing, Mr. Kadderly was appointed Specialist in Information, and Mr. Ballard was named County Agent Leader with budget provision for later employment of an Assistant County Agent Leader.

At this time, 22 county agents were employed on a full-time basis. They were:

Carpenter, Paul	Baker	Larson, R. G.	Lake
Briggs, C. R.	Benton	Beck, J. R.	Lincoln
Holt, W. A.	Clackamas	Heyman, A. C.	Linn
McMindes, E. W.	Clatsop	Breithaupt, L. R.	Malheur
Nelson, G. A.	Columbia	Morse, R. W.	Morrow
Tucker, W. B.	Crook	Hall, S. B.	Multnomah
McDonald, W. T.	Deschutes	Pine, W. D.	Tillamook
Cooney, B. W.	Douglas	Bennion, Fred	Umatilla
Cate, C. C.	Jackson	Avery, H. G.	Union
Howell, H. B.	Josephine	Daigh, C. W.	Wasco
Henderson, C. A.	Klamath	McWhorter, O. T.	Washington

In addition, there were Extension agents in Jackson and Douglas counties who gave half time to county agent work and half time to 4-H Club

work. These men were Lloyd A. Moss, in Jackson; and W. S. Carpenter, in Douglas. The home economics staff was:

McComb, Jessie Dunlavey	State Home Demonstration Leader
Case, Lucy Ada	Assistant in Nutrition
Cooley, Esther Belle	Assistant in Clothing
Brewster, Ada	Home Demonstration Agent, Jackson County
Comegys, Eva	Home Demonstration Agent, Benton County
Griswold, Jessie Aiken	Home Demonstration Agent, Josephine County

The 4-H Club staff was:

Seymour, Harry Case	State Club Leader
Allen, Leonard John	Assistant State Club Leader
Cowgill, Helen Julia	Assistant State Club Leader
Flook, Ellen	Chief Clerk
*Anderson, Isaac M. C.	County Club Agent, Malheur County
Baillie, William Henry	District Club Agent, Lane, Linn, Marion and Polk Counties
*Carpenter, Walter Squire	County Club Agent, Douglas County
*Fowler, Robert Grey	County Club Agent, Jackson County
Kennedy, David Honore	County Club Agent, Tillamook County
Kinder, William Dale	County Club Agent, Multnomah County
Kirkpatrick, Thomas DeForest	Urban Club Agent, Portland
Sexton, Frank William	County Club Agent, Klamath County

*Half-time Club Agent and half-time Assistant County Agent

Agricultural Specialists were:

Besse, Ralph Stephen	Farm Management Demonstration
Cosby, Hubert Elmer	Poultry
Gabrielson, Ira N.	Assistant Biologist
Hurd, Calvin Jehu	Organization and Marketing
Jackson, Edwin Russell	Farm Crops
Jamison, Neil Clement	Dairying
Kable, George Wallace	Agricultural Engineering
Kadderly, Wallace LaDue	In charge of Information and Exhibits
Lindgren, Harry Arthur	Animal Husbandry
Long, Clayton Lewis	Horticulture
Price, Frederick Earl	Soils

The sources and amounts of funds used in the 1923-24 Extension work are outlined in the following table:

Federal funds			
Under terms of the Smith-Lever Act:	Regular	41,300.38	
	Supplementary	9,924.51	51,224.89
United States Department of Agriculture			36,318.33
State funds			
Under Section 2, Chapter 110, Laws of 1913, Educational Extension			25,000.00
Under Section 6, Chapter 110, Laws of 1913, amended by Chapter 281, Laws of 1915, Cooperative Farm Demonstration			15,000.00
Under Section 3, Chapter 110, Laws of 1913, Duplication of County Funds (calendar year 1924)			45,790.00
Under Chapter 198, Laws of 1919, Chapter 391, Laws of 1921, and Chapter 286, Laws of 1923, (direct appropriations for 1919-20, 1921-22 and 1923-24 bienniums offsetting Federal Smith-Lever) *State Smith-Lever			27,543.74
County funds			
Under Section 3, Chapter 110, Laws of 1913, County appropriations for Extension work (calendar year 1924)			66,290.00
Other funds			
Contributed to County Extension work County Farm Bureau (calendar year 1924)			240.00
			267,406.96

*Balance of $3756.64 required for Federal Smith-Lever offset taken from Educational Extension Fund. Offset to Supplemental Federal Smith-Lever met from State appropriations duplicating county funds.

The above amounts are for the fiscal year ending June 30, 1924, except where otherwise indicated. No balances carried from previous year are included.

In the two preceding years, cooperation in the Extension program had been discontinued in Sherman, Wallowa, Lane, Polk, Coos and Yamhill Counties. In addition to these county discontinuations, there had been sharp contests at the budget hearings in Malheur, Union, Umatilla, Crook, and Washington Counties.

Various reasons may be advanced for failure of the off-campus educational program of the School of Agriculture to more rapidly attain a popularity that would offset the reactionary attitudes which so often surround new ventures. It could be said, assuming the work undertaken was seemingly valuable, that the information program had been inadequate. Of course, it might also be advanced that the work program did not meet the vital needs in the opinion of the farmer. It also could be presented that the county Extension agents were inadequate in training and/or in personal qualifications. It could also be advanced that there was a holdover opposition to further expenditures for any branch of higher education as a result of a successful millage tax campaign for the benefit of the college and university which had been spearheaded by Dr. W. J. Kerr, President, and other staff members of the Agricultural College.

Extension leaders, because of discontinuance of cooperation by so many counties--whatever might be the reason--addressed themselves to a more complete analysis than had heretofore been given to Extension Service objectives and methods. It was agreed emphasis should be given to guiding the state's agriculture in more promising directions as contrasted with full-time effort in servicing the current production pattern. Under the leadership of Director Maris, study of the state's situation with regard to relationship of production to markets was initiated, and the result was the publication by Director Maris of a very significant bulletin entitled An Agricultural Program for Oregon. This publication was used as basis for discussion with the leadership of numerous commodity interests as previously described.

The State Economic Conference and the County Conferences, elsewhere described, that followed resulted in a new principle which became the basis of the Extension Service program from this time on. It was, working out county or community work programs in full cooperation with the participating leadership of the interests involved. This principle had been recognized earlier. In fact, it was one of the impelling considerations in the early establishment of agricultural councils. It had been utilized in the work of project committees, in the establishment of county home economics advisory committees, and in the organization of local 4-H leaders' groups. It had not, however, been coordinated and exercised continuously and thoroughly, as now at this time became the practice.

This objective resulted from gradual recognition of one of the significant principles involved in Extension work. It is not representatives of government or the colleges and universities alone, or the people serviced alone, who decide and advance the most fruitful projects. Instead, it is a pooling of knowledge, judgment and action that establishes the satisfying movements of rural life.

As early as 1918, the desirability of the three categories of county Extension agents--agricultural agents, home agents and 4-H Club agents--integrating their work into a single program had been recognized and enunciated. In fact, one annual conference had been organized on a workshop basis with resource personnel from the Federal Extension office to center attention on this principle. However, with uncentralized field supervision and the time-consuming attention required by counties where continuation of cooperation was an issue, little progress in integration

had been accomplished. This principle was reviewed, emphasized, and given a place in the reorganization of Extension plans.

It was also recognized that no matter how scientifically planning was done or how vital the program, worthwhile accomplishments could only be attained by well-trained and able Extension personnel. It was clear that the status of the Extension agent in the profession of education must be raised to a higher point. The county Extension agent, with salary dependent upon county appropriation, was too often considered a county employee rather than a faculty member of the college. Further, his position as a faculty member was too largely established by this county appropriation to make his position there a desirable one. Another reason which had contributed to the loss of cooperation on the part of some of the counties was the unpleasantness stemming from the waning influences of the County Farm Bureaus. Following the disintegration of the State Farm Bureau, County Farm Bureaus in turn began to fall apart, and since county appropriations had been made in many cases mainly because of the requests of these formerly influential groups, it seemed that often county courts lost interest along with the Farm Bureau members.

Because of the unfortunate experience with organization as symbolized by the Farm Bureaus, Extension leaders decided to make no efforts to revive county-wide sponsoring organizations but, when need was apparent, to assist in setting up committees of leaders for consultation and assistance on specific projects with the idea that upon solid establishment or completion of the work in mind, the committee would be dissolved. The county economic conferences had resulted in formation of a great many of these special-interest committees with and through which the county agents worked toward

the objectives spelled out by the county conference. Some of these county projects did immeasurable service to the state, and some of them have been continuously in operation up to the present time.

Attention was directed toward improved training of county agents by periodic conferences at the central Experiment Station or at the branch stations. Oregon is naturally divided into six well-defined types of farming regions with one county, Hood River, differing from any of them and the northern and most populous part of another county, Malheur, also different. In each of these distinct types of farming regions and also in Hood River County, there was a branch Experiment Station, given over to work along the main lines of agricultural production adapted to its district. One objective in connection with the district conferences was to bring about a closer working relationship between Experiment Station staff, Extension specialists, and county agents. Appropriate Extension specialists always were asked to attend the district conferences. Malheur County now has a research center.

The first supervisory plan of Mr. Ballard as County Agent Leader called for attendance of every county agent at one group conference, at least, each year at one of the Experiment Stations. It was the plan that at each of these conferences, a day or perhaps more would be given to subject matter study with the Experiment Station Superintendent and staff of Station results and the work underway. One period would be given over to discussion of current Extension policies, plans and recent accomplishments and usually at least a half day was devoted to elementary training on methods. The supervisory plan also called for visiting each county six times each year; first, to agree upon the work to be done during the year; second, to check on progress and to meet local leaders; and the third and fourth visits, to attend demonstration

meetings, tours or other events, and to make local contacts, including those with newspaper editors. The remaining two visits, it was decided, would be required to meet with the county courts and budget committees and to prepare locally for these meetings.

The period 1925 to 1930 was a time of significant development in the Extension Service. It was marked particularly by improvement in Extension program making. This stemmed from the State Economic Conference of 1924 and was applied in the counties through the series of 24 county economic conferences held in a series beginning immediately after the statewide event. Only one county discontinued cooperation in employment of county agents after 1923, and then for a brief period only. In the early '30s, two counties seriously in financial difficulty certified as county appropriations, funds raised by private subscription. Thus, work continued almost without interruption. Due to the effective work of District Agent W. L. Teutsch, counties which had discontinued cooperation provided funds for its reestablishment, and the number of additional cooperating counties gradually increased until 1937 when, for the first time, all 36 counties were cooperating in the employment of at least one county Extension agent.

Extension programs within the counties became more vital as attested by more general participation and support because of the new methods and techniques utilized by Extension workers. These methods became the basic pattern of the Oregon Extension Service up to the present time and were adopted by other states to a considerable degree, and, in 1954, were advocated by the Federal Extension Service as a national objective under the term Program Projection. Basically, this procedure started on a conference basis. Conferences with leaders of the various commodity or special-interest groups

within a county were set up. Extension specialists, college department staff, research staff, and representatives of other Federal and State agencies having to do with rural affairs were brought into the picture as resource consultants whenever it appeared they might be helpful. This process brought into consideration the thinking of the recipients of Extension teaching. It developed within them and among them a sense of involvement which greatly accelerated their interest and enlisted participation and support in and of the various programs. In fact, the conference committee process became immediately so effective an educational method that probably about 80 percent or more of the educational activities of the Extension Service since that time have been based on the conference method as contrasted to the early-day lecture or other presentation with no prior conference or extensive consultation as to the local situation having occurred.

While work in the counties was being developed on a sounder program base, statewide activities of the central Extension staff people were making progress also. While the major effort of the central staff members was and still is to make county programs valuable and successful, some activities develop on the statewide plane, parts of which often easily and properly become part of the locally decided program.

Examples of program features originating at the state level were the explanation of the wheat control and corn-hog features of the Agricultural Adjustment Administration and other emergency activities resulting from the depression. Also of state origin were the later programs in safety, rural church assistance and group methods.

In an effort to set up some guidelines for the growing Extension Service, Director Maris asked state leaders to assist him in 1926 in estimating the growth of the organization in the next ten years. Their estimate as a reasonable goal was the addition of 14½ persons to the central staff and 37 additional county workers. This goal failed of attainment by seven workers.

In January, 1926, the first lecture series involving courses for credit was organized in Portland. This course was handled by Mrs. Sara Prentiss of the School of Home Economics and covered the field of child care and training.

In 1926 the government appealed to the Department of Agriculture to aid in distribution to farmers a war surplus explosive pyrotol. Accordingly, county agricultural agents were authorized to accept orders from farmers for pyrotol for farm use at cost. In two years, Oregon county agents conducted 75 blasting demonstrations in ten western Oregon counties. Three and a half million pounds of the explosive was distributed at a savings of $250,000. The explosive was used mainly for stump removal and drainage ditch construction.

The same year the policy of Extension specialists acting as secretaries of appropriate statewide commodity associations was reaffirmed.

The first approach to a Farm Forestry Extension program occurred in 1926. Conferences were held with the Dean of the School of Forestry and the State Board of Forestry regarding desirability of establishing an Extension specialist in farm forestry. Efforts failed because of inability to bring about an operating policy acceptable to the three interests involved.

The first sabbatical leave for an Extension staff member was granted in 1926 to Mrs. Margaret F. Cook, Extension secretary, for health reasons.

In January, 1926, L. R. Breithaupt was transferred from county agricultural agent in Malheur County to specialist in Agricultural Economics and took over the monthly agricultural situation work and the annual outlook report which was enlarged and which has continued a strong project up to this time.

A branch office of the Extension Service was established in the Oregon Building in Portland on July 1, 1926. By an agreement with the Bureau of Agricultural Economics of the United States Department of Agriculture, the Division of Crop and Livestock Estimates joined the Extension Service in occupancy of the office in the Oregon Building.

Director Maris was a member of the Kiwanis Club Committee on Agriculture for the northwest district. The Kiwanis agricultural program called for cooperation with Extension forces of the Colleges of agriculture in the advancement of agricultural education. In his strategic position, Director Maris brought about adoption by most local Kiwanis Clubs of a program including the following:

(1) Meeting in the rural community with some rural organization.

(2) Entertainment of leaders of farm organizations at regular Kiwanis meetings.

(3) Arrangements for speakers from the Extension Service to discuss the agricultural situation of the state and its improvement program.

(4) Cooperation with the county agents holding field tours to observe demonstrations and field work.

(5) Arranging for 4-H Club team to make a demonstration for the Kiwanis Club.

This was a forerunner of the current annual Farm-City Week program of Kiwanis International which covers the entire country.

In 1926 also, the first plans for a school on the college campus for Grange Lecturers were initiated. This school, first of a series extending over many years, was held in January, 1927. With few exceptions this has been an annual event up to the present time. Prior to this time, attempt had been made to hold two such schools at the time of the annual meeting of the State Grange, but time would not permit adequate development of the possibilities.

BUSINESS INSTITUTES

The Extension Service planned, in 1926, with the School of Commerce for a Retail Merchants Conference to be held at the college in February. This conference followed the general outline of the Agricultural Economic Conference in 1924. It was divided into six trade groups as follows: Groceries, Department Stores, Hardware Stores, Furniture, General Stores, and Drugs. The theme of the conference was Retail Methods and Practices. This conference was followed by two series of business institutes in the counties. This activity involved resources of the college other than agriculture.

On March 15 and 16, 1928, the first of these Retail Merchants Institutes was held in Baker, XXXXXX under the joint auspices of the College

Extension Service and the Baker County Chamber of Commerce. William E. North, Manager of the Baker County Chamber of Commerce, initiated the idea and handled the preliminary preparations. Professors H. T. Vance and E. E. Bosworth, of the School of Commerce, constituted the institute staff; and O. F. Tate, representing the Oregon Retail Merchants Association, participated in the institute as a resource consultant. Attendance was 640 for the ten sessions.

Much interest was created among Chamber of Commerce secretaries by the success of the Baker institute, and in May a one-day institute was held at Marshfield, in Coos County. Much less preparatory work had been done in Marshfield and the attendance was rather disappointing. The results at Baker and Marshfield, however, indicated possibilities of rendering valuable service to merchants by means of the merchants' institute, and invitations were accepted to conduct several institutes during the month of August.

The following year the second annual series of business institutes was held in cooperation with the Oregon Retail Merchants Association. These were mainly two-day sessions, and numbered 26, attended by 3,214. These were held at the following places:

City	Attendance
Albany	69
Cottage Grove	131
Roseburg	121
Grants Pass	64
Medford	149
Klamath Falls	144
Lakeview	98
Burns	197
Ontario	95
Baker	104
La Grande	141
Enterprise	58

(continued)

City	Attendance
Pendleton	67
Heppner	130
Arlington	97
The Dalles	136
Redmond	70
Bend	206
Toledo	51
Tillamook	171
McMinnville	54
Hillsboro	100
Vancouver, Wash.	303
Salem	186
Hood River	138
Corvallis	134
26 Total	3,214

This activity was halted by the reduction in funds by the Legislature in 1931 and was discontinued after reorganization of the College was brought about by the State Board of Higher Education, established by the Legislature of 1929.

Another activity established in 1926 was a close relationship with the Agricultural Committee of the Oregon Bankers Association. The annual meeting of this committee was held at the college in October. Director Maris and County Agent Leader Ballard were asked to attend and participate in the next annual meeting of this committee, held in Portland. At the suggestion of the Extension leaders, the list of county key bankers was revised and suggestions were requested of several county agents as to satisfactory co-operators as replacements. The committee decided upon a more active agricultural program which included stepped-up sponsorship of 4-H Club work, holding agricultural tours in the counties, and holding the first bankers' short course in agriculture to be held at the college.

This cooperation with the Agricultural Committee of the Oregon Bankers Association, thus established, has continued up to the present time. Support of 4-H Club work to the extent of $4,000 annually still prevails. In recent years two annual agricultural short courses for bankers have been organized and programs provided by the Extension Service -- one for eastern Oregon and one in western Oregon. These short courses are held at the college in western Oregon and often at some branch Experiment Station in eastern Oregon. Occasionally the conferences are scheduled in Portland.

By 1928 the matter of establishing a General College Extension Division to handle off-campus instructional work beyond that contemplated in agriculture and home economics Extension under the Smith-Lever Act--including classes for credit and necessary fees involved--had been decided to be outside the scope of Smith-Lever Extension. Work of the committee involved in this matter brought out the limitations faced in academic circles by lack of rank for Extension agents. Classification as to academic rank was approved by President Kerr in October.

The first sabbatical leave application for advanced study was made in 1928 for Professor H. C. Seymour, State Club Leader. This was granted for the year October 1, 1928, to September 30, 1929.

The memorandum of understanding with the State Superintendent of Public Instruction drawn in 1916 was revised in 1928.

A conference was held in Portland in 1928 with Ben T. Osborne, Secretary of the Oregon State Federation of Labor, relative to the development of workers' education in Oregon. This followed two previous conferences

held at the College between representatives of labor and members of the college staff. While it had been assumed the requirements of the labor group would be met by providing a series of lectures in Portland, it was determined at this conference with Secretary Osborne that what was really required was a director to work among the various trade union groups and enlist their interest in educational courses, emphasis to be placed upon the technical and mechanical subjects; the need for education in this latter field being only partly met in the vocational training courses offered under the Smith-Hughes department of the Portland Schools and State Board for Vocational Education.

Following a series of preliminary conferences with the representatives of the State Federation of Labor, extending over more than a year's time, a meeting was held in the Labor Temple in Portland on the afternoon of July 27th with Mr. E. J. Stack, former secretary and a member of the committee on Workers' Education; and Mr. Anderson, member of that committee and editor of the Labor Press. Detailed plans for establishing workers' education as prepared by a Mr. Swartztrauber were thoroughly discussed. The request of the committee was in effect that the college employ a Director of Workers' Education and provide the necessary travel allowance for him; and that a joint administrative committee composed of representatives of labor and representatives of the college would direct the work subject to the approval of the administration of the college. The Director of Extension agreed to present this proposal to the President and report within a short time as to the ability of the college to comply with the request.

On August 8th, Mr. Osborne and Mr. Stack, representing the State Federation of Labor, came to the college for a conference with the Director

of Extension and the President relative to plans for cooperation between the College and organized labor groups in conducting Workers' Education. The Director of Extension prepared a memorandum covering the plans in conformance with ideas developed at previous conferences. This was considered by the labor representatives and after slight modification was carried by Mr. Osborne and Mr. Stack and the Director of Extension to the President. The President was in accord with the general proposal and assured the labor representatives he would bring the matter before the Regents at their October meeting and if funds could be found with which to finance the employment of a superintendent of Workers' Education, a recommendation would be submitted to the Regents that such cooperation be established.

Immediately prior to the meeting of the Board of Regents in October, a letter was submitted to President Kerr reviewing the negotiations carried on with the organized labor group and recommending that the institution employ a superintendent of Workers' Education if funds were available for the purpose. This matter was presented to the Board of Regents and was referred to a special committee of the Board, but the action was not financed by the Board.

Stemming from the State Economic Conference of 1924 was a State Dairy Conference held on the campus in March of 1928 attended by 182 delegates, mostly producing dairymen. Appropriate committees covering industry did preliminary work prior to the conference dates and made reports to initiate discussions at the convention. The purposes in the minds of the leaders of the dairy industry were to review the recommendations of the 1924 conference in the light of recent developments, to evaluate progress made, and to agree upon any program changes which seemed in keeping with changed conditions.

The usual Annual Conference of the entire staff held in January, 1930, was a significant one. It was attended by J. Clyde Marquis of the Bureau of Agricultural Economics and William A. Schoenfeld, Northwest Regional Representative of the Federal Farm Board.

There had been much difference of opinion within the state and even within the staff regarding the position of the college upon agricultural cooperative marketing associations. Cooperative marketing associations were being vigorously advocated by the Federal Farm Board. So important was this issue that Dr. W. J. Kerr presided over one session of the Annual Conference. Staff members worked out a statement of policy which was acceptable to the President, to the effect that the College stood firmly in support of co-operative agricultural marketing and that its staff members, particularly the Extension Service, should give every possible aid to the Farm Board and to the farmers of the state in advancing cooperative marketing.

DEPRESSION PROGRAM

The period 1930-1935 included many actions bearing heavily upon shaping the Extension Service, and marked the start of a new era. The world-wide depression affected financial support, and work brought about by the emergencies caused by the depression greatly changed program content. Second in significance was the impact upon Extension resulting from a reorganization of the entire System of Higher Education. The Legislature of 1929 abolished boards of regents of the College, University and three normal schools and established a single board known as the State Board of Higher Education to administer all of the institutions. Chief executive officer of the board was a Chancellor.

At the low point in the depression, the Legislature of 1931 passed a bill appropriating only $1,181,000 over and above all income from millage taxes continuing appropriations and Federal funds for the support of the higher education institutions for the next biennium. Governor J. L. Meier reduced the appropriation by $500,000 and vetoed the emergency clause. Subsequently the referendum was invoked on the entire appropriation, and it was lost. The first six months of the biennium had passed before the allocation of remaining budget funds could finally be determined. These reductions then must be made effective for the last eighteen months of the biennium.

Total reduction to the Extension budget for this period was $45,245. This reduction was made on central staff operations of the Extension Service, as the work of the county agents had withstood searching examinations.

Incidental to the desperate economic situation, in most of the counties there was large attendance at the hearings on the county budgets. Attendance of five or six hundred taxpayers bent upon budget reduction was quite the order of the day. In spite of this critical evaluation, the ranks of county Extension agents held fast. Of the 29 counties cooperating at that time, 20 allowed the full amount requested while 9 passed the item with some cuts. In two or three cases these cuts had serious effect upon efficient operation, but none were so serious as to cause abandonment of all the work. Reduction in total county appropriations was slightly over $16,000.

In June, the Board of Higher Education considered an across-the-board salary reduction for all staff members of all institutions in the system. This was postponed. Four county agricultural agents voluntarily suggested reduction in their own salary in order to be fully cooperative with

the taxpayers in these bad times. There had been no discontinuance of co-operation in the Extension program by any county since 1923.

The cut of $45,245 for central staff operations was made as follows:

Poultry demonstration train	$2,500
Business institutes	4,500
Non-agricultural Schedules (Fund drawn upon to meet expenses of resident staff members scheduled for non Smith-Lever Extension)	2,250
Extension courses	750
Clerical Exchange, for elimination of services discontinued	150
Travel (a general reduction in the allowance to regular Extension staff members)	4,050
Field schedules (fund drawn upon to meet the expenses of resident staff in agriculture and home economics)	2,250
Stationery	450
Supplies and equipment	300
Stenographic service	990
Publications (this cut the allowance for general Extension bulletins by half; no reduction for 4-H Club bulletins)	2,100
Agricultural Economics (cooperation with the Division of Crop and Livestock Estimates, Portland office)	2,250
Second Marketing Specialist	9,000
City Club Agent - Portland	3,705
Clothing Specialist	5,250
Specialist in Rural Organization	4,750

The elimination of business institutes from the central budget brought to a halt a promising phase of the Extension Service. Another cut

which significantly affected the direction of Extension was the item for Extension courses. These were regularly established series of lectures for which there was enrollment and a fee and which could be applied for graduate credit. The City Club Agent item providing a city 4-H Leader in Portland was later reinstated after negotiation with the School Board. Projects in clothing and rural organization were suspended and in the marketing project personnel was reduced from two specialists to one.

Extension Service administrators the country over were disturbed in October, 1931, by a report of the National Advisory Committee on Education which had been appointed by President Hoover in May, 1929. From the standpoint of the land-grant colleges, the report was significant because it advised against special Federal grants of money to special types of education. This was one way of advising against special appropriations for agricultural research, Extension and Smith-Hughes education. The report also recommended against match money requirements. It proposed that present appropriations for aiding agricultural education and research, rural Extension for adults, vocational education and similar educational enterprises be continued for at least five years, but with the states free to spend such money without Federal authority to approve or reject state plans. After the expiration of the five years, the proposal was that all Federal funds granted to the state in support of education be fully administered by the state. This report was an emphatic declaration of states' right in education. It reflected the attitude of many leaders in the broad field of education toward land-grant colleges and universities and the special Federal subsidies received by them. This report did not draw Congressional support, thus the legal foundation under agricultural research and Extension as cooperating administrative entities was not lost.

In establishing the single State Board of Higher Education, the Legislature also directed that a survey of the educational status and needs of the state be made by competent authorities. Such survey was made by the Federal Bureau of Education of the Department of Interior, and a report very revolutionary in its nature was submitted to the Board in March, 1931. At this time, the University of Oregon was building an off-campus service within the scope of its basic curricula which was known as General Extension Service. The survey report recommended that all off-campus activities of the university, college and normal schools be combined within a single administrative unit under the administration of a director. It also recommended that the director of this integrated and enlarged Extension Service be administrative officer for all summer schools held by any of the institutions. The Board, upon learning that changes in the statutes would be necessary before General Extension and Smith-Lever Extension could be combined, adopted the following recommendation which had been approved by Director Maris of the Smith-Lever Extension, Director Powers of the University General Extension, and approved jointly by President Kerr of the College and President Hall of the University:

1. The Director of General Extension will be responsible to the Board through the Chancellor of the System for the efficient organization and administration of all social welfare (urban), statewide extension classes, correspondence study, radio activities, visual instruction, all summer sessions, and the Portland Center with its offerings enriched by the resources of the State College and the Oregon normal schools, as recommended in the survey report.

2. The Director of Cooperative Extension Work in Agriculture and Home Economics, to be known as the Director of Federal Cooperative Extension, will be responsible to the Board through the Chancellor of the System for the efficient organization and administration of all extension activities provided for by Federal Smith-Lever and supplementary legislation.

3. Community organization work at the University and rural organization at the College, as distinct contributions to the state and as authorized in each instance by the Board of Higher Education, shall be administered through the Agricultural Extension Service, which would have the responsibility of drawing upon General Extension for

needed resources in that field and of correlating services with the research carried on in the Department of Sociology in the School of Social Science.

4. Municipal service and field center training shall be administered by General Extension, which would have the responsibility of drawing upon Federal Cooperative Extension for needed resources in that field and of correlating services with the research carried on in the Department of Sociology in the School of Social Science.

5. Short Courses: The Director of General Extension shall have supervision over short courses and conferences concerned primarily with the social sciences and the humanities and the professional fields based thereon, in cooperation with the deans of the schools immediately involved. The Director of Federal Cooperative Extension shall have supervision over 4-H Club summer schools and short courses offered by the schools of Agriculture, Home Economics, Engineering, Forestry, Pharmacy, and Science, in cooperation with the respective deans of the schools immediately involved.

As the Depression continued and institutions of higher education were finding it impossible to operate on the reduced budgets enforced by the 1931 Legislature, the Board of Higher Education ordered a cut in the salaries of all employees in the Oregon State System of Higher Education, including of course all Extension workers, effective October 1, 1932. This was a graduated cut of 5 percent on the first thousand dollars, running up to 15 percent on the fifth thousand and all amounts above that.

Immediately prior to the meeting of the Legislature, the Board ordered a second salary cut effective January 15, 1933. This was likewise a graduated cut ranging from nine percent on the first thousand to 27 percent on all salaries above $4,000. The Legislature passed a law reducing all salaries of all state employees from five to 30 percent, effective March 1, 1933, and continuing until March 1, 1935. The cut applied by the Oregon Legislature provided for going back to the uncut salary of the biennium 1931-1932, thus superseding the cuts made by the Board of Higher Education. A copy of this schedule is as follows:

$ 50 or less per month	5%
51 to $ 75 per month	7%
76 to 100 per month	9%
101 to 125 per month	11%
126 to 150 per month	12%
151 to 175 per month	13%
176 to 200 per month	14%
201 to 225 per month	15%
226 to 250 per month	16%
251 to 275 per month	17%
276 to 300 per month	18%
301 to 325 per month	19%
326 to 350 per month	20%
351 to 375 per month	21%
376 to 400 per month	22%
401 to 425 per month	23%
426 to 450 per month	24%
451 to 475 per month	25%
476 to 500 per month	26%
501 to 525 per month	27%
526 to 550 per month	28%
551 to 575 per month	29%
576 to 600 per month	30%

(These salaries were not restored until 1935)

The depression dislocated many of the work programs because of necessity for organizing and activating emergency measures. To add to the normally desperate conditions resulting from the depression was an unprecendented December freeze in 1932 which killed practically all the fall sown grains, approximately 40 percent of the alfalfa acreage, and 75 percent of the red clover acreage, and 100 percent of the veatch and oats acreage in western Oregon. First in importance in this emergency was attention by the entire Oregon county agent staff in assisting to obtain seed of substitute crops and to provide feed for livestock. Extension specialists took a lead in helping the county agents. Seed supplies of recommended spring forage and grain crops were located. Dozens of meetings were held to discuss when, what and how to plant, and an extensive publicity campaign was organized to include a large flow of circular letters and press articles.

The second emergency matter requiring attention of all county agents was crop production loans. The agents, assisted by appropriate specialists, conducted an educational campaign to inform farmers how loans could be obtained from the Federal government. They assisted to organize community and county committees, to inspect and approve loans, to assist growers in making out applications, and check on compliance with necessary regulations. The result was that 2,546 Oregon farmers in 28 counties obtained loans for emergency crop production totaling $253,785 the first year and $286,080 the second year.

A statewide subsistence garden project next became immediately important. This was financed and conducted in cooperation with the Oregon State Relief Committee through the county committees. Seed provided by the Relief Committee was distributed under the supervision of the county agents who also gave instructions on planting, disease and pest control, and storage. Nearly 20,000 subsistence gardens were known to have contributed substantially to family living.

Every county agent also set up a county farm mortgage adjustment committee for which he acted as secretary. These committees sought to bring about adjustments between debtor and creditor. Some committees considered as high as fifty cases. Most of the cases handled in all the counties were satisfactorily adjusted.

Until 1933 the Extension Service was the only agency concerned primarily with adult education in the fields of agriculture and home economics. The Smith-Hughes Act establishing teaching programs in agriculture and home economics in the high schools also authorized agriculture and home

economics instructors to organize adult classes. This movement attained some volume, but the main focus of Smith-Hughes activity was in class work in secondary schools. Early in the Roosevelt administration there was far-reaching reorganization in the U. S. Department of Agriculture and the addition of several government supported programs aimed at improvement in rural conditions. Of greatest immediate interest was the establishment of an entirely new division known as the Agricultural Adjustment Administration, the first purpose of which was to deal with growing surpluses of wheat by reducing the acreage grown and compensating farmers from the Federal Treasury.

The second development was aimed toward reducing swine production by cutting down the acreage of corn and numbers of animals, likewise making compensatory payments to farmers from Federal funds. Although the AAA was a separate, independent division in the Department of Agriculture, the State Extension Services were asked to administer the program until it could be firmly established, and except in a few states the Extension Director became temporarily the state administrator of the program. Allotments of Triple A funds were made to the states in order to employ additional personnel needed to establish the new program. Staff members added to the Extension Service when employed for the sole purpose of advancing this program were to meet Civil Service standards and operate as Civil Service employees.

These programs were only fairly underway when the Supreme Court ruled the AAA unconstitutional. Administration forces then revised the approach to the agricultural situation by enacting the Soil Conservation and Domestic Allotment Act. This Act featured county and community committees of farmers to administer the act locally according to plans and policies worked out by a State Committee appointed by the Secretary of Agriculture.

In Oregon, upon the request of the Secretary, this committee was nominated by the Director of the Extension Service. William Steen, N. E. Dodd, John Shepard and William Enschede were named. Later Robert Weir was named to represent the livestock industry. This committee remained intact longer than any other state committee in the United States.

Under this act payments from the Federal Treasury were made to farmers who adopted soil conserving practices approved by the state committee and met local requirements as determined by the county committees. Administration under this act was in direct line from the Department of Agriculture to the State Committee. The act specified that the Director of Extension should be a member of the state committee and that the county agent would be a member of the county committee. The soil conserving practices of the state were approved by a technical committee composed mainly of Experiment Station staff members.

This close organic connection between the new agency and the Extension Service resulted necessarily in close cooperation. Many of the practices approved for Federal payments upon recommendation by the technical committee and endorsement of the state committee were identical with those being advocated by the Extension Service. One result was a great advancement in the application of many of the technological principles which had for some time been included within the Extension Service program.

Relationships with this division which currently is known as Agricultural Stabilization and Conservation Service have continued close and amiable. The Extension Service has taken seriously its place on the state and county committees. These activities are more accurately in the nature

of service than education but have been fully justified by the increased momentum engendered among the educational projects by combined effort of ASCS and Extension personnel. F. L. Ballard, Associate Director, W. L. Teutsch, Assistant Director, and Assistant Directors C. W. Smith and J. R. Beck have represented the Extension Service each for a period on the State Committee.

In the early days of this cooperation the ASCS offices were, wherever physically possible, adjacent to the county Extension offices and in some of the smaller counties, office space was actually shared. As time has passed, however, the tendency has been to move into separate office quarters as each agency has increased in activity and in personnel. In the beginning, county agents often were the administrative officers of the local committees, but this out-of-character emergency function was gradually discarded, and the ASCS committees in time employed county managers.

In July, 1933, came the wheat production control campaign. The Agricultural Adjustment Administration asked that the State Extension Service fully explain the wheat plan to the farmers and assist the farmers in perfecting organizations to make the plan effective in their communities. The result was that county agents or emergency agents in 24 counties aided the wheat control campaign in which 7,098 Oregon farmers cooperated and by the fall of 1934 received approximately $2\frac{1}{2}$ million as a result of the campaign.

In percentage of wheat acreage signed up, according to figures released by the Agricultural Adjustment Administration, February 26, 1934, Oregon ranked eighth among 37 states participating, with an 82 percent sign-up. Washington has 79 percent, Idaho 84 percent, Montana 94 percent, and California 66 percent.

The Extension Service was called upon to conduct the Corn-Hog campaign in the state, which work was started in December, 1933, and was carried on through the remainder of the fiscal year.

Thirty-one Corn-Hog Production Control Associations were set up. The Extension Service directed the organization work and the educational campaign preceding the actual sign-up and supervised the filling in of contracts. Some 300 meetings were conducted in this connection. A total of 6,442 hog contracts and 250 corn contracts were secured.

Numerous groups of producers were given technical assistance in connection with formulating Trade Agreements under the provisions of the Agricultural Adjustment Act.

Dean Schoenfeld took a leading part in organizing the Northwest Tree Fruit Industries, Incorporated, which is credited with having increased returns to northwest pear, apple and fresh prune growers by several million dollars. Professor E. L. Potter assisted the livestock growers of Oregon and the Northwest in organizing the northwest livestock industry and aiding with negotiations relative to Trade Agreements. Professor W. S. Brown and Professor George O. Gatlin rendered aid to the small fruit industry. Professor P. M. Brandt and Professor Roger Morse rendered similar service to the dairy interests of Oregon.

Upon request, the Extension Service cooperated with the Farm Credit Administration, calling meetings and otherwise assisting to organize production credit associations in the eight districts under which the state had been divided.

The Extension Service was financing the emergency activities relating to the Agricultural Adjustment Administration which made allotments of additional funds as follows: for the wheat program, $23,000; for the corn-hog program, $15,910.

That the farmers might fully understand and take necessary action to receive any of the benefits accruing under the Agricultural Adjustment Act, Gilliam, Sherman, Linn and Marion counties made appropriation to cooperate in the employment of county agricultural agents. Jefferson County joined with Crook County in the employment of a district agent. Wheeler County arranged to receive limited service by entering into a district arrangement with Gilliam County.

The depression and the establishment of the new agencies in the Department of Agriculture tested the basic strength of the Extension Service as a public institution in all the states. Notwithstanding the disastrous effects of the depression on all of industry included in agriculture, a surprisingly small number of counties the country over withdrew financial support of county agents.

In Oregon there was no withdrawal although in many counties annual appropriations were reduced--in no case, however, to the point where substantial work was not continued. It was the acceptance of the county agents as leaders in county and community affairs which sustained this strong position.

The lead was taken in organizing for the hearing on the AAA dairy products control plan held in Portland. By action of the county agents,

large delegations of actual producers were brought to the hearing. The Dean of Agriculture presided at the hearing upon request of the Administration. Oregon, Washington and Idaho dairymen in attendance approved the AAA plan. Also in furtherance of the dairy plans, Professor R. W. Morse, Extension Specialist in Dairy Husbandry, was loaned to the AAA from February 2, to July 23, which time was spent largely in Washington on studies pertinent to the development of the plan as finally offered to the dairymen.

Services of Professor E. R. Jackman, Extension Specialist in Farm Crops, were granted for three months to assist the wheat section of AAA in handling compliance forms in Washington, D. C.

Professor L. R. Breithaupt, Extension Specialist in Economics, served as chairman of the state board of review for the wheat section. Various other staff members served either as board members or alternates, among them Professors E. L. Potter, G. R. Hyslop, E. R. Jackman, and H. A. Lindgren; and County Agent Leaders F. L. Ballard and William L. Teutsch.

Upon request of the director of women's work of F.E.R.A., the State Leader of Home Economics Extension was given leave of absence from September 1 to December 30 to serve as home economics specialist in the work division of F.E.R.A. in Washington, D. C. During this period Mrs. Mabel Mack, home demonstration agent in Jackson County, was acting state leader, and Miss Alice Malin took over the work in Jackson County.

In connection with the corn-hog program, Professor Lindgren, Extension Specialist in Animal Husbandry, served as a member of the Oregon Board of Review until August 31.

Dean Schoenfeld served as a regional consultant and in this connection held hearings at Portland on all proposed agricultural control plans and at Seattle on certain phases of the Northwest Tree Fruit Industries code.

In addition to Dean Schoenfeld's activities on code matters, Professor E. L. Potter, Head of the Division of Agricultural Economics, and Professor George O. Gatlin, then specialist in Marketing, devoted considerable time to advising with various groups interested in code development. Others called into consultation on code matters under the direction of the Extension Service were Professor E. H. Wiegand, in charge of horticultural products; Professor G. R. Hyslop, head of the plant industry department; Professor R. W. Morse, Extension specialist in dairy husbandry; Professor H. E. Cosby, Extension specialist in poultry husbandry; and several of the county agents, including prominently known S. T. White of Yamhill County and W. F. Cyrus of Washington County.

The production control program most affecting Oregon was the wheat program. The board of review was frequently in session. The Vice Director, F. L. Ballard, in his capacity of County Agent Leader, served on the state board of review. During 1933, 25 county agents served actively as secretaries of wheat control associations and supervised the distribution of approximately $1,850,000 in benefit payments to 6,133 who signed the contract. Early in the year the county agents organized community committees and other personnel for purposes of establishing compliance and, in fact, throughout the year gave close attention to the development of the county control associations. Up to January, 1935, $3,880,348.65 had been distributed to wheat farmers of the state.

The Extension Director was asked to recommend a qualified person to handle the compliance campaign of the wheat program. County Agent N. C. Donaldson of Wallowa County was recommended and later appointed. Also later he was charged with the responsibility of compliance in the corn-hog program, thereby assuming the position of state compliance agent. Mr. Donaldson remained as executive officer of this program longer than any other similar appointee in the United States.

The relationship with the administration of the wheat section of the Agricultural Adjustment Administration was excellent. It was a pleasure to present the problems of farmers of the state in view of the splendid consideration always accorded. Wheat farmers in Oregon, speaking mainly of those in the important wheat counties, were apparently in support of the wheat control program to the extent of at least 97 percent, and in the general farm regions of the state complete approval exceeded 90 percent of the signers.

College members of the board of review were Professor L. R. Breithaupt, Specialist in Economics, chairman; Professor G. R. Hyslop, Head of the Division of Plant Industry; Professor E. L. Potter, Head of the Division of Agricultural Economics; and the Vice Director of Extension, F. L. Ballard.

In late December, the first educational meetings had been held to explain the corn-hog program. By January this program was well under way. To handle the administration of the educational program and the organization of the production control associations later, Professor H. A. Lindgren, Extension Specialist in Animal Husbandry, was released from his regular project work. For advisory purposes, former Director Maris appointed a campus committee of which Mr. Lindgren was chairman. Members of the committee

were Professors Paul V. Maris, E. R. Jackman, Specialist in Farm Crops; L. R. Breithaupt, Specialist in Agricultural Economics; P. M. Brandt, Head of the Division of Animal Industries; G. R. Hyslop, Head of the Division of Plant Industry; E. L. Potter, Head of the Division of Agricultural Economics; F. L. Ballard, Vice Director of Extension; W. L. Teutsch, Assistant County Agent Leader; J. C. Burtner, Agricultural Editor; and C. R. Briggs, in charge of agricultural programs, KOAC.

Upon recommendation of the Extension Service, Mr. J. G. Hogg, farmer of Polk County, was named farmer member of the state board of review; and Professor H. A. Lindgren and Professor A. S. Burrier of the College staff were appointed. The chairman was John S. Denee, agricultural statistician, Bureau of Agricultural Economics, U.S.D.A.

Differences arose in the board of review between the Extension Service and the Bureau of Crop Estimates over quotas of market hogs on which Oregon farmers would receive benefit payments. After extended and sometimes heated negotiations, the first quota of 142,250 hogs marketed was abandoned and a quota of 213,954 based on contract figures was established by the cooperating agencies. Officials of the Extension Service could not accept this as a figure which would bear out the representations as to the basis of benefit payments made to the Extension Service by the AAA at the beginning and during the educational campaign, and as the Extension Service agents had presented the plan to the farmers. Finally, after extended examination of the contracts under direction of the state statistician of Colorado brought to arbitrate the disagreement, county quotas were established based on these contracts, total of which amounted to 229,165 hogs. This figure, while obviously much more just than the original 142,250, was still, in the

opinion of the Extension Service, [illegible] short of a reasonable figure in line with early presentations of the Corn-Hog Section.

The corn-hog control program resulted in the organization of 32 county production control associations in all of which the county agent or assistant county agents served as secretaries. One hundred and forty-one educational meetings were held from January through May, attended by 7,742 farmers, with the concluding date for signing contracts April 30. The negotiations of quotas continued several months and examination of the contracts was concluded September 30. There were 6,119 contract signers. In order to expedite checking contracts, three members of the Extension Service were assigned to the Portland office of the Federal statistician, but were withdrawn after a brief service. Benefit payments to Oregon producers on account of the 1934 program were approximately $825,000.

Active direction of drought relief work was also delegated to the Extension Service as an emergency task. Cooperation in this field was very satisfactory and results were valuable to farmers and stockmen. Administration was such as to leave an enthusiastically favorable reaction toward the government agencies involved. Dean Schoenfeld was appointed drought director. Active supervision, however, was turned over to Professor P. M. Brandt, Head of the Division of Animal Industries, who was given leave of absence from his resident work to handle this assignment under Extension Service direction. From September 15, he was assisted by Professor H. A. Lindgren, who was recalled from participation in the corn-hog work and given leave of absence from the College to work on drought relief as a Federal appointee.

Professor O. M. Nelson of the College staff was also given leave to assist the Extension Service in drought work. In addition, Vice Director Ballard and Assistant County Agent Leader Teutsch gave a great deal of time to assisting in field organization work. Emergency classification was finally given the following twelve counties: Crook, Jefferson, Wasco, Morrow, Baker, Harney, Deschutes, Umatilla, Wheeler, Malheur, Grant and Lake. All of these counties, with the exception of Harney and Wheeler, employed county agents and these were named County Drought Directors. In Harney County, upon recommendation of the Vice Director, Mr. J. W. Biggs, was appointed County Drought Director and in Wheeler County, arrangements were made for handling the work by County Agent McKennon of Gilliam County.

In the drought program, 11,973 head of cattle were purchased from 952 stockmen in the 12 counties. Payments made were $179,000. Sheep to the number of 163,510 were purchased from 548 sheepmen for which they received $2.00 per head.

Professor Brandt reported on this work as follows:

The sheep purchase program was carried out with remarkable dispatch, which was due entirely to the splendid organization of the several county agents and the drought director of Harney County. The bulk of the sheep purchases were completed within two weeks. Unlike cattle, the sheep were more readily available and were suffering more acute distress. The larger part of the cattle were on high mountain ranges and as the summer progressed, they ranged at greater distances from their usual haunts. The sheep, becoming more or less unmanageable, were brought out of the national forests, which constitute the principal summer range, by the herders at a much earlier date than usual. In fact, most of the sheep left the summer ranges at least a month earlier than is customarily the case.

In the purchase of both cattle and sheep, the organization enjoyed splendid cooperation from lien holders. Practically all lien holders in the drought area in Oregon were some branch of the Farm Credit Administration or private financial agents which depend upon the Federal Intermediate Credit Bank for funds. Due to the attitude of the Farm Credit Administration, not only splendid cooperation, but active support, was given the drought service in the administration of this program.

Both cattle and sheep producers were highly appreciative of the efforts of the government to relieve their distress during the drought. This was partially due to the promptness with which payment was made by the field office for cattle and sheep purchased. Voucher-agreements in the proper order were paid in an average of eight days from the time they left the office of the county agent.

An important part of the drought program was cooperation with the SERA in the establishment of wells and water holes in the range livestock district. There are many areas in this interior country where excellent grass stands are not normally available to grazing because of lack of water resources, and this situation under drought conditions became even more pronounced. The values of this program on water development are brought out in the following table.

This program is a dramatic example of the availability of the trained Extension personnel for leadership service in an emergency.

Dean Schoenfeld was made a member of the board of directors of the Farm Credit Administration district, with headquarters in Spokane.

Farm mortgage adjustments attained a leading place in emergency work. In November, 1933, a voluntary Oregon farm mortgage adjustment committee of 17 members was reorganized and enlarged to a committee of 33 agricultural leaders appointed by the Governor of Oregon, on request of the Governor of the Farm Credit Administration, to continue the farm-debt adjustment work in Oregon.

WATER DEVELOPMENT DROUGHT SERVICE
S.E.R.A. COOPERATING

Counties	No.	Material	Labor	Families	Cattle	Sheep	Acres	Value
Baker	27	$ 498.02	$ 2,922.95	81	2,000	8,000	6,750	$ 6,750.00
Malheur	6	962.25	1,570.40	31	1,500	47,000	13,800	18,450.00
Harney	72	1,418.21	4,678.17	181	3,610	58,100	86,210	11,640.00
Lake								
Deschutes								
Jefferson								
Crook	73	1,466.57	4,059.10	84	4,300	84,600	73,250	34,300.00
Grant	78	1,133.95	6,405.85	147	2,170	9,700	98.620	9,215.00
Wheeler	37	717.02	2,708.00	44	2,700	6,600	41,500	37,100.00
Umatilla	7	123.29	1,038.00	23	3,200	104,400	13,500	1,215.00
Wasco								
Total	300	$6,319.31	$23,382.47	591	19,480	318,400	333,630	$118,670.00
Per Spring		$ 21.06	$ 77.04	2	65	1,060	1,112	$ 395.56

Professor L. R. Breithaupt, Extension Economist, who had served as secretary of the 1933 committee, was made secretary of the 1934 committee, known as the Oregon Agricultural Advisory Council, and again given general responsibility for the work, both in regard to the educational Extension phases and for the debt adjustment problems.

Steps were promptly taken to secure the nomination for appointment by the Governor of five men, mostly well qualified farmers, in each of the 36 counties to serve as county farm debt adjustment committees. These committees were organized largely around the 1933 county committees, with county agricultural agents serving in an advisory capacity and as secretaries but not as voting members of the committees. The names were submitted to the Governor by Mr. O. M. Plummer, chairman of the Oregon Agricultural Advisory Council, after having been passed upon by the respective district chairmen of the council.

Arrangements were made in cooperation with the County Agent Leaders for holding five district conferences of farm debt adjustment committeemen and county agricultural agents. At these conferences, farm debt adjustment methods and procedures were explained by Professor Breithaupt, and representatives of the Federal Lank Bank of Spokane discussed the appraisal of farms and procedures in making farm loans. At the conclusion of these conferences, a memorandum was prepared which was distributed to all state and county committeemen, covering the principal points brought out in the discussions.

As it appeared the work would be seriously hampered because many of the committeemen could not well afford to give their time and also pay

their own expenses in attending committee meetings, upon official suggestion from Washington, D. C., negotiations were carried on, first unsuccessfully with the CWA of Oregon and later successfully with the SERA of Oregon, to secure stenographic assistance for the state committee. Under SERA, a commitment of approximately $36,000 was obtained against which nominal travel and stenographic expenses for county committees and necessary field supervision for the Council were budgeted through 1934 and 1935.

Altogether, this project required much time and labor. Approximately 450 individual letters and 39 circular letters totaling 5,040 copies were prepared and mailed. In addition, approximately 5,650 copies of Farm Debt Adjustment Notes and other pieces of literature were distributed.

An exact measurement of the results was exceedingly difficult to obtain, although it was certain the work was effective. The Farm Credit Administration alone referred approximately 1500 farm debtors to the Oregon County Committees. Many of these and other cases were adjusted with the assistance of individual members of the committees. Other were adjusted with the aid of information secured from the county agricultural agents.

Probably three-fourths to four-fifths of the farm debt adjustment cases were settled. About one-half of all farms refinanced required debt adjustment. From May 1933 to September 5, 1934, the Federal Land Bank of Spokane alone refinanced approximately 5300 Oregon farms for nearly $15,000,000. This volume of refinancing represents about 25 percent of the whole farm mortgage debt in the state at the time, not including Land Bank loans previously made. Other farm credit agencies contributed somewhat, but much less, toward the refinancing of Oregon farmers.

So successful was Professor Breithaupt in farm debt adjustment work that his services were loaned to the Farm Credit Administration to devote a month's time to assisting with organization of similar committees in other northwestern states.

The Extension Service assisted the Farm Credit Administration in calling meetings and organizing Production Credit Associations in eight districts.

Cooperation was rendered also in the handling of emergency crop production loans. County agents in 27 counties reported devoted 215 days to activity in connection with these loans. More than 1,000 farmers in the state were assisted in making applications for loans, of which 960 were finally approved for $116,165. Thirty-five meetings were held in the various counties in connection with this activity.

Until his retirement in May 1934, former Director Maris was a member of the State Relief Committee and State Civil Works Administration.

A subsistence garden project for Oregon, the terms of which were agreed upon by the Director of the Extension Service and the State Relief Committee, was put into effect in all counties. County agents cooperated with the county relief committees in carrying out this project. This project was most extensive in Multnomah County where the agent devoted 34 days to giving information on planting, care, disease and insect control, and in actual supervision of the 3,992 gardens in the county. The Lane County agent devoted 12 days to similar activity and conducted eight meetings attended by interested gardeners. There were 181 gardens in Lane County. The Hood

River County agent devoted eight days to the work and 107 gardens were planted in that county. Other agents were similarly active in connection with this project.

The Extension staff had a close connection with the rural rehabilitation program. The Dean of the School of Agriculture was a director of the corporation. In the counties, county agents attended meetings of the county advisory committee, consulted with and assisted the rural rehabilitation supervisors, served as subject matter technicians and approved farm management and reorganization plans.

For the second year the State Leader of Home Economics Extension was asked to outline the program of food preservation for the SERA. The plan provided for supervision of the relief canning program in counties in which there were home demonstration agents, and the employment of three temporary home demonstration agents and a state canning technician.

The canning budget was furnished by the home economics staff and the State Leader met with county relief committees and members of the county courts to arrange the cooperative project agreement with SERA. Fourteen counties participated in the relief canning project. Canneries were used by 3,892 relief families and a total of 638,565 cans were filled.

County agents and some specialists cooperated closely in bringing to the county farmers desirable phases of the state agricultural adjustment act. County agent offices were headquarters for the melon and tomato code and also in the counties assistance was given in connection with the educational phases of the prune growers' marketing agreement.

Professor Claribel Nye, State Leader of Home Economics Extension, served as chairman; Professor W. J. Gilmore, of the Agricultural Engineering Department, was vice chairman of the State Rural Housing Committee under which records were obtained on approximately 6,000 rural homes in four centers of the state typical of different agricultural regions. A survey staff of 53 members was organized for this task which was furnished from CWA funds.

Former Director Maris served until his retirement as a member of the state committee to select persons qualified to serve as educational advisors in the then 39 CCC camps in the state.

NEW U. S. DEPARTMENT OF AGRICULTURE AGENCIES

Another new agency set up for agriculture under the Roosevelt regime was the Soil Erosion Service. This was attached first to the Department of the Interior. Enthusiasm of this measure had been very largely developed through the efforts of Dr. Hugh Bennett of the Department of Agriculture, who for years had been a leader in soils work. The underlying purposes here were to publicize soil losses through wind and water erosion and by educational processes featuring demonstrations, motivate action on control measures. The Soil Erosion Service, on April 27, 1935, was named the Soil Conservation Service and was transferred to the Department of Agriculture. Within the Department of Agriculture a concept developed, borrowed it may be said from experience in Extension methods, that appreciable progress would require the active partnership of the people served. To insure participation of farmers in conservation methods on the farms, the idea of establishing soil conservation districts was developed. Soil conservation districts would not levy taxes but would be a voluntary organization of farmers within a specified area who would elect a board of district supervisors. Funds were made available for the assistance of communities

for watershed areas where major engineering projects would be helpful in soil preservation. The Soil Conservation Service then established state and regional offices manned by a state or regional leader and a staff of agricultural and engineering specialists. The State Director and the technical specialists would then work closely with the supervisor of the soil conservation districts and as rapidly as technical assistance was available, furnished this assistance without local cost to the districts in furtherance of programs decided by the supervisors and the state officer and his technical specialists.

The development of this organization caused great uneasiness in the Extension Service of the various states, and in fact, in the Extension Service of the Department of Agriculture. It seemed that much of the work of these technicians assigned to the soil conservation districts was a duplication of work long established by the Extension Service. The added manpower developed a much needed emphasis on these agronomic programs, but there was much apprehension over the duplication which at once was apparent. Nevertheless, attempts at the national level to combine the on-the-farm phases of the Soil Conservation Service with the Extension Service were unsuccessful. (see insert pages 194a&b)

As time passed, programs of the Soil Conservation Service continued to expand beyond the limited field of soils and soil improvement. At this time, according to one of its own recent publications, the Soil Conservation Service gives technical assistance for economic development of soil and water resources for agricultural and non-agricultural purposes and assists in unit farm management planning involving analysis of total resources.

In 1937 plans were made, but later discontinued, to combine much of the technical assistance on districts of the Soil Conservation Service with the Extension Service. Dr. Cecil Creel, at that time on leave from his position as Director of Extension at the University of Nevada to represent the Association of Land-Grant Colleges and Universities in Washington, had been active in trying to develop integration of the two Services at this point of duplication. Assisting him were Senator Bankhead of Alabama and Representative Marvin Jones of Texas, both long active in legislation favorable to the Extension Service. Dr. Harry Brown, Assistant Secretary of Agriculture, formerly Director of Extension at the University of Georgia, was also favorable to any reasonable plan which would avoid the impending heavy duplication of services.

Secretary Wallace finally agreed to an amendment in the enabling law of the Soil Conservation Service which would remedy this operational difficulty. He asked Director Creel to meet with him, accompanied by three or four representatives of state Extension Services to project plans for insuring approval of the necessary amendment by Congress. Director Creel asked Associate Director Ballard and two or three eastern Extension Directors to accompany him to the conference in the office of Secretary Wallace. Also present were Dr. Hugh Bennett, head of the Soil Conservation Service, and his right-hand man Dillon Myer, formerly district agent in the Ohio Extension Service. To the amazement of the Extension Directors, it was disclosed that Dr. Bennett and Myer had not been advised in advance of his intensions by Secretary Wallace. His presentation of his intentions and outline of assistance he would like to have to bring about the proposed change was a severe shock to Dr. Bennett and Myer. Taken unaware in this manner, their statement on behalf of the Soil Conservation Service was weak, even though vehement. The Secretary maintained his position and plans were made for the

visitors from the states to confer with certain senators regarding the proposal that soon would be before them. In following this plan, Director Ballard interviewed Senator Reynolds of North Carolina and was on his way to the office of Senator McNary of Oregon when he was overtaken by messenger advising that the entire plan had been recalled.

It later appeared that Dr. Bennett had personally appealed to President Roosevelt, who in turn had ordered Secretary Wallace to hold up on the procedure.

Shortly after, Dean Carl Ladd of Cornell University, member of the Executive Committee of the Land-Grant College Association, and Director Creel personally called upon President Roosevelt in support of the proposal. They were told by the President that Secretary Wallace had moved too rapidly and that he intended to appoint a commission of about three persons to take a look at this inter-agency relationship.

The SCS provides soil surveys, land inventories, and land capability interpretations for agricultural development, site locations for project construction, special land uses, and public facilities. Provides financial and technical assistance for developing water resources in small watersheds, for both agricultural and non-agricultural uses and for flood prevention. With other U. S. Department of Agriculture agencies, it assists farmers with farm unit reorganization and farm income improvement through replanning of farm units.

The Soil Conservation Service, of course, does not develop programs in home economics nor in the fields of sociology, but it does operate in duplication of many Extension programs in technical agriculture, particularly in the agronomic and farm management areas. The fact that its technicians operate without direct cost to the state or county sometimes creates local situations pointing toward direct competitions which are unwholesome in their effects upon clientele of both the Soil Conservation Service and Extension.

Department of Agriculture

When the [illegible] suggested to the States the enactment of legislation permitting close cooperation with the States, a feature was organization of a State Soil Conservation Committee on which the Director of Extension was an ex officio member. [illegible] Organization of this State Committee was pressed by the administration in Washington. A suggested state law was sent to the governor of every state. Although the first communication was addressed to Governor Martin, a Democrat, he did not follow through on the matter as he pronounced it a political measure. The matter was again presented by the administration, this time to Governor Sprague. Some leading Democrats in the Legislature had also received copies of the model act and introduced it in the Legislature. The act was passed but Governor Sprague did not sign it and it became a law without his signature. Attempts are being made by soil conservation enthusiasts for annual

increases in state support of the work which, to some small degree, is administered by a State Committee.

The basic operational procedure of the Soil Conservation Service became the organization of soil conservation districts. By the time this policy was firmly established, educational functions regarding a soil conservation program had become more definitely lodged in the Extension Service. It was believed cooperation between Extension and the Soil Conservation Service would be strengthened if county agents became the secretaries of the districts. This policy prevailed some years, but without any specific rescinding action the policy gradually became less controlling.

The third of the major new agencies of the Department of Agriculture was established as the Resettlement Administration. Original intent was removal of farm people from poor farms in impossible areas to locations where more optimistic conditions prevailed. This organization was staffed with extensive personnel skilled in agriculture and home economics technology. Resettlement features gradually disappeared as impracticability of the entire plan became apparent and the organization became, in effect, a loaning agency for loaning of Federal funds to farmers who could not obtain credit elsewhere. At one time, it was planned to staff each state unit with a full quota of agriculture and home economics agents assigned to counties or small districts. However, the number of these local technical advisers decreased, and in Oregon special agreements have been reached between the Extension Service and the Farmers Home Administration whereby technical assistance in home economics, and to some degree in agriculture, is provided by regularly established county Extension agents.

Cooperation with all of these new agencies of the Department of Agriculture, action agencies, so-called, became an important function of the Extension Service. By executive order of the Secretary of Agriculture, the Extension Service was assigned the main educational function in connection with the Agricultural Adjustment Administration, Resettlement and Rural Electrification programs and also the Soil Conservation Service. The latter assignment was somewhat clouded in practice as the Soil Conservation Service developed a tremendous publicity program featured by a large staff of professional journalists located in Washington.

When the Agricultural Adjustment Administration gave way to the Domestic Allotment Act, the Director of Extension was, by statute, included on the state committee. The county agents were made official members of the county committee.

The Resettlement Administration, which later became the Farmers Home Administration, set up state committees of citizens on which it was desirable from the standpoint of cooperative relationships that the Director of Extension be included. By executive order at the Federal level, this organization was to work in cooperation with the State Extension Services. A memorandum of agreement was drawn and the State Director of Rural Rehabilitation was established at the College, September 1, 1935. Under this agreement rural rehabilitation staff personnel were recommended jointly by the Vice Director of Extension and the State Director of Rural Rehabilitation, while in the counties their work was in line with the subject matter approved and followed by the Extension Service. The following staff was employed in rural rehabilitation:

Name	State or Counties
Smith, Clifford L., Director Thompson, Clara V., Associate Director Weaver, Glen L., Assistant Director Hobart, Alvin D., Loan Officer Bertsch, Howard, Supervisor	Clackamas, East of Willamette River portion of Multnomah
Bower, Harry, Supervisor	Lane
Cruickshank, Alex, Supervisor	Yamhill
Donaldson, John, Supervisor	Malheur
Hardy, O. B., District Supervisor	Jackson, Josephine
Enegren, Ed., Supervisor	Lake, Klamath
Gardiner, Rosemary, Home Advisor Helweg, Paul H., Supervisor	Douglas
Hobart, T. R., Supervisor Knapp, Jane, Home Advisor	Marion, Polk
Hood, Gordon, Supervisor	Linn, Benton, Lincoln
Madsen, Victor, Supervisor	Washington, West of Willamette River portion of Multnomah
Nicholas, Lewis A., Supervisor	Clatsop, Columbia, Tillamook
Stout, M. A., Supervisor	Wasco, Hood River, Sherman
Thompson, R. S., Supervisor	Umatilla, Morrow, Gilliam, Wheeler, Wallowa, Union, Baker
Youngstrom, Cecil J., Supervisor	Jefferson, Crook, Deschutes, Harney, Grant

Wherever possible, field offices were established with or adjacent to the office of the county Extension agents.

Another of the New Deal agricultural programs was the Taylor Grazing Act under which use of many thousands of acres of public domain was alloted to adjacent livestock ranches. The objective was to prevent indiscriminate use of the public domain by more or less irresponsible livestock operators who, through lack of regulation, seriously depleted the current carrying capacity and future potential of these areas, the only available product of which was range grass.

In order to cooperate with the Federal Government by demonstrating improved grazing practices suitable to Oregon and by counseling and advising with ranch operators, the equivalent of a part-time specialist was provided

by the Extension Service to work closely with the chairman and secretaries of the Board of Supervisors set up in each grazing district under the terms of the act. This procedure undoubtedly was responsible to a substantial degree for making Oregon the first state in the West to become completely organized under the provisions of the Taylor Act and the outstanding state in the West in smoothness in operation and general satisfaction with the results obtained under the legislation.

The fourth organization established within the Department was the Rural Electrification Administration. This agency applied its resources and energies to the main purposes in view--increased electrification in rural regions by the organization of User Cooperatives where established companies did not occupy or did not adequately serve the field. Cooperative relationships between the Extension Service and the Oregon Rural Electrification Administration were always cordial and mutually helpful.

In recent years, a great many companies dealing in agricultural supplies have employed personnel who have about the same qualifications as county Extension agents to carry on an advisory service in connection with the sales staff. Among these companies are many which furnish agricultural chemicals.

The year 1936 was marked by an attempt to emphasize advancement in long-time projects in which were included close cooperative relationship to several adjustment projects. The three previous years had been marked by concentration on explanation of AAA programs, and assistance in their local application, and also, on many emergency matters such as the drought program, rural rehabilitation, and rural electrification.

It seemed at the beginning of the year that with experience gained in handling these various new types of work, it would be possible to meet the requirements in that connection, and at the same time, to give more attention than in immediate recent years, to long-time programs. This proved to be the case.

The high point in the year's work was the holding of 25 two-day county outlook or economic conferences. Preliminary organization work was started in September, and by the middle of December approximately 600 committee meetings had been held in connection with the series which was to start in January. These committee meetings were of various categories, but mostly they were commodity committee meetings of 10 to 25 producers of a certain commodity.

The first meeting of each committee was serviced by the Extension specialist concerned. Second and third meetings were handled by the farmers themselves, assisted by the county agent.

These committee meetings were, in most cases, very practical and effective examples of discussion group procedure. In fact, for some years most of the specialists had been presenting from at least one-third to one-half of their subject matter offerings in this manner.

The series of two-day meetings recognized the series of similar meetings held in the years 1924 to 1928 inclusive. At that time broad fundamental objectives were added to the Extension programs in most counties. These now were reviewed in the light of newer and often changed conditions, and many changes and additions were made. The result was that by the end

of March new program developments of an important nature had been activated in all of the counties.

Attendance at the two-day meetings exceeded 5,000 and this attendance, in addition to the participation of nearly 1,000 persons in the committee work, brought the total number of farmers and farm women participating, to approximately 6,000.

Specific subject matter projects which made noteworthy advancement during the year, included small seed production, livestock disease eradication, utilization of water for irrigation in the Willamette Valley, and improvement in the planting of stocks of strawberries and raspberries.

Through a cooperative hookup with the Bureau of Animal Industry, the U. S. Department of Agriculture, the State Department of Agriculture, and the Extension Service, educational and service work in the eradication of Bang's disease went forward so rapidly that throughout the year Oregon led the nation in the percentage of cattle tested. Reports show 477,008 head of cattle tested from 44,481 herds, which placed Oregon in the lead with approximately 72 percent of the total number of cattle in the state tested.

The Extension Service, for some years previous to the enactment of appropriations to aid in controlling this disease, had carried on an extensive educational program. When the Bureau of Animal Industry funds became available, arrangements were made further to intensify this educational program which paved the way for actual testing and other service work of the Bureau and of the State Department of Agriculture regulatory staff.

Notwithstanding fairly satisfactory progress in long-time projects as indicated, fully two-thirds of the time of the county agents in probably one-third of the counties continued to be given over to the work originating in the AAA programs. County Extension agents in all cases gained much from this experience, but nevertheless, the manner of organizing this work was a serious drain upon time and energy, and before this time, should have resulted in the appropriation of additional Federal funds in order that the number of Extension agents could be adequately increased.

The Bankhead-Jones allotment of Federal funds to Oregon had been entirely inadequate in view of the increased work resulting from the AAA programs and some emergency activities. Increasing volume of work was now pointing clearly toward the necessity of larger state appropriations. Since the low point of the depression, county funds had been increased about 20 percent, but state funds available were still inadequate. Most of this difficulty resulted from removing from the Extension Service budget all state funds not specifically appropriated for Extension Service named project work. These were removed by July 1, 1934, in the interest of other divisions or branches of the State System of Higher Education.

Progress was now being made in home economics Extension. An additional specialist was employed and also three home demonstration agents-at-large, two of whom were placed in districts in order to demonstrate their subject matter. Notwithstanding increased attention to the home economics projects, an important problem of the Extension Service was still to strengthen this work so that it would meet the demand among rural women of the state that its merits warranted. It remained very difficult to obtain appropriations from county appropriating officials.

The agricultural work, long established, and the 4-H Club work, so popular among Oregon people, attracted first and most favorable attention from county appropriating groups. There was growing indication among the men Extension agents of the importance of a rounded program including offerings that are developed with men, with women and with juniors, often as projects of joint participation.

Extension work, as carried out through the junior projects, continued to make advancement. There had been no setback during the depression in this work in Oregon, and the enrollment for 1936 was approximately 22,000, with a completion of approximately 85 percent. The problem of substantial enrollment has not been great in Oregon; probably the real problem in junior Extension work is to so strengthen the work that the enrollees will continue to enroll year after year until they reach the maximum participation age.

In this regard, observation had pointed out that there is longer participation in club work among those enrolled in the livestock projects. Garden clubs and crops clubs had failed to hold the interest of Club members to the degree that is found in connection with the livestock work.

The Federal Extension Service had established that a reasonable goal would be the enrollment of 2,400,000 4-H Club members of the approximately 12,000,000 young people of Club age in the United States, or 20 percent of the total. This led to an analysis of the Oregon figures which disclosed that already in this state there was enrollment of approximately 19.8 percent of those of 4-H Club age.

A start was made toward the development of Extension programs for young people in the rural districts who have passed the 4-H Club and Smith-Hughes age. In Union County the county agent, in 1935, organized the South Forty Club, which is an organization of about 30 young men all engaged in farming, practically all former 4-H Club members, and a few of whom are graduates of the School of Agriculture.

This group meets regularly twice a month, once for consideration of agricultural subject matter questions, and the second time for a more or less social evening, with some more or less inspirational speeches, featured by a dinner in a pleasantly organized clubhouse.

In August, 1936, with the cooperation of the Extension Service of the Department of Agriculture, a survey was made in four counties with the intention to obtain information on the needs of rural young people of the age classification indicated as a result of their own statements made in answer to a list of questions. Four hundred and ten questionnaires were filled in in the four counties, and plans were initiated to enlarge the functions of the South Forty Club in Union County and to establish similar organizations in other counties.

The organization of the administrative staff of the Extension Service had undergone changes through the early years as a result of various factors. One was some changes in the theory of administration. Another was growth of the work as reflected in the number of persons required in administration and supervision. Another was adapting administrative organization to personnel available. All, of course, was influenced by budget limitations. Soon after the initiation of Extension work, a county agent

leader was employed. The U. S. Department of Agriculture, through the States Relations Service, contributed to the budget for the support of this staff member. His duties were to explain Extension plans and possibilities to leading citizens. When there was agreement among substantial individuals or organizations that there should be local participation, he represented the College in negotiations with the county agents. Once cooperation was established to the point of a jointly financed resident agent, he took the lead in developing the agents' work program and in supervising its implementation. He was administratively responsible to the Director of Extension.

The first County Agent Leader was H. T. French. As the work progressed, the necessity of additional help became evident and M. O. Evans, Jr. was appointed Assistant County Agent Leader on September 10, 1914. Mr. French resigned to become Director of Extension in Colorado on September 1, 1915, and was succeeded on January 1, 1916, by Paul V. Maris. Mr. Evans resigned on May 1, 1917, and W. L. Kadderly, who was Assistant Specialist in Farm Management, was appointed Assistant County Agent Leader. Because of increase in number of counties cooperating in employment of a county agricultural agent as a result of the war emergency appropriations, additional help was required and F. L. Ballard was transferred from the position of Specialist in Markets to Assistant County Agent Leader, on July 1, 1918.

Meantime, Director Hetzel had resigned in mid-summer of 1917 to accept the presidency of New Hampshire College. He was succeeded in September by Professor O. D. Center who had for two years been Director of Extension in Idaho. Appointment of Professor Center as Director was the forerunner of two notable changes in the Extension Service. He at once established the policy almost unanimously followed by the States, carrying

on Extension work through a local organization known as the Farm Bureau. This was an abrupt turnabout policy as former Director Hetzel had maintained that under Oregon conditions Extension work could be best advanced by close relationship with the existing general farm organizations and the strong commodity groups. The second change was in the internal organization of budget procedures and clerical management. Director Center brought with him from Idaho his secretary, Mrs. Margaret F. Cook, to be secretary of the Extension Service, replacing H. A. Vickers, who resigned shortly after the departure of Director Hetzel. Mrs. Cook was an exceptionally able woman, and her management of the service features of the Extension Service was a strong force for more than ten years.

Director Center resigned on October 31, 1919, and on May 1, 1920, County Agent Leader Maris was appointed Director of Extension. At that time, Mr. Maris was aided by the two Assistant County Agent Leaders, Kadderly and Ballard. C. J. Hurd was transferred from county agent in Douglas County to Assistant County Agent Leader on July 1, 1920. Director Maris retained the functions of County Agent Leader until July 1, 1923.

Soon after the inception of Extension work in 1911, a home economist, Miss Anna Turley, was appointed specialist in home economics to give full time to meeting, as far as possible, the off-campus requests for home economics instruction. She functioned as a specialist until the war emergency appropriation made possible a staff of eight field home Extension agents established in as many districts covering 18 counties. At the close of the war emergency, three counties provided funds for continuation of home economics instruction through a cooperatively employed resident woman Extenion agent with the title Home Demonstration Agent. The work of the

several district agents and the three regularly appointed county home demonstration agents developed increased interest in home economics, and Miss Turley, designated as State Leader of Home Demonstration Agents, was given an assistant--Mrs. Jessie D. McComb--on November 1, 1917.

Also, early in the organization of the Extension Service a State Leader of Boys' and Girls' Industrial Clubs had been appointed. This position was also financed at first in part directly by the States Relations Service. The main purpose was to assist the State Department of Education in its already established program by bringing into the program the resources of the Agricultural and Home Economics Division of the Agricultural College. F. L. Griffin was appointed to this position April 1, 1914. On January 1, 1916, Mr. Griffin resigned to accept a similar position at Cornell University; and on February 1, 1916, the position was filled by appointment of H. C. Seymour who as County School Superintendent in Polk County had attracted statewide attention by the volume of Boys' and Girls' Industrial Club work in Polk County and the enthusiasms developed around it. Prior to the Seymour appointment as State Leader, L. J. Allen had been appointed State Pig Club Agent under a cooperatively financed project with the States Relations Service. Also, pre-dating the Seymour appointment, was the appointment of Miss Helen Cowgill as Home Economist of Boys' and Girls' Industrial Club work on August 16, 1914. Mr. Allen's special assignment as Pig Club Agent expired in 1921 and he gave attention to the whole program in the capacity of Assistant State Leader.

State Leader Seymour, Miss Cowgill and Mr. Allen worked together as a team of state leaders within the Oregon Extension Service for more than 30 years and became nationally recognized as one of the most effective

4-H Club staffs in the United States. The name Industrial Club work gave way to the nationally accepted 4-H Club designation gradually as direction came to be lodged more directly in the hands of the Extension Service leaders.

After Director Maris re-established the position of County Agent Leader in 1923, there were three state leaders of county Extension agents--County Agent Leader, Home Demonstration Leader, and 4-H Club Leader. In order to better coordinate work within the counties, Director Maris asked the County Agent Leader to serve as chairman of this group and to assume certain over-all administrative responsibilities. For example, he would assist in the preparation of budgets for all county Extension agents and would assume responsibility in obtaining necessary appropriations for all of them from the county courts. There had been instances where two or more state leaders, representing one organization, each working for an appropriation for the College appeared at the same time before the same county court.

Instead of appointing an Assistant County Agent Leader, funds for which had been budgeted upon his appointment, State Leader Ballard employed a district Agricultural agent. In the two or three years prior to the Ballard appointment, seven or eight counties had discontinued cooperation. Mr. Ballard believed that extraordinary efforts should be made to re-establish cooperation with these counties and then to organize work programs that would come nearer to realizing the potential believed possible for helpful programs. Therefore, a former successful county agent who had had a year of experience as editor of a country newspaper, W. L. Teutsch, was appointed District Agricultural Agent. His assignment was to spend his time in the counties in which cooperation had been abandoned. He was to make acquaintance of the leaders in agriculture and businesses close to

agriculture to establish demonstrations for improved methods, to organize and hold meetings along lines of information which seemed needed, and to furnish helpful information to groups of citizens who might wish to approach county courts for reestablishment of cooperation. The appointment of Mr. Teutsch was effective July 10, 1924.

The two first programs of the Agricultural Adjustment Administration, one of the several new agencies established in the United States Department of Agriculture immediately after the Roosevelt administration came into power in 1933, were to reduce wheat acreage, making compensatory payments to farmers for reducing acreage; and the corn-hog production control plan. Since this Administration had no field staff intimately acquainted with conditions in the various states, the Extension Service in every state was asked to administer the establishment and early activities of the two programs. Funds were allotted the states to cover costs of this added function.

At about this time there was drastic reorganization of higher education in Oregon by act of the Legislature. All state-supported institutions of higher learning were placed under the administration of a single State Board of Higher Education. Early actions of this board were a sharp reorganization in all the institutions. The responsibility for radio station KOAC was removed from the Extension Service and lodged in a newly organized division of General Extension which was to develop its overall programs from the resources of all the institutions within the System.

Within the School of Agriculture the departments having to do with plant growth soon were grouped together into a division of plant

industry under a division chief, Professor G. R. Hyslop. Those departments having to do with animal life were grouped into a division of animal industry under a chief, Professor P. M. Brandt. A division of agricultural economics was set up under Professor E. L. Potter as chief. These three executives were all responsible to the Dean of Agriculture, now William A. Schoenfeld, who for the first time also was in addition the legally designated Director of the Experiment Station. As a further step, in 1934 the Dean of Agriculture was designated as Director of Extension as well. Since no one person could adequately deal with the detail of these three major positions, the position of Vice Director of Extension was established to handle the operating detail within the Extension Service. Likewise the position of Vice Director of the Experiment Station was established. To assist in problems of resident instruction, the title of Assistant Dean was established. Director Maris resigned as Director of Extension to take a position with the Farmers Home Administration of the U. S. Department of Agriculture. F. L. Ballard was named Vice Director of Extension. Meantime, W. L. Teutsch, having succeeded in re-establishing Extension work in most of the counties which had abandoned it, had been named Assistant County Agent Leader on April 1, 1927.

When the Director of Extension was named Administrator of the AAA program, funds for setting up the necessary staff to handle this extra function were soon received. He turned this responsibility over to Vice Director Ballard. C. W. Smith, who had been a successful county agent in Morrow County for seven years, was brought in to the administrative group to head up the cooperation with the AAA. His title was Emergency Agricultural Supervisor was effective July 16, 1934. He was designated as Assistant County Agent Leader in 1935.

In 1936, the AAA was in a position from an organizational standpoint to administer its own activities and its administrative functions were separated from Extension. Because of the many frequent changes in the AAA program and the larger volume of work involved in the educational responsibility for it requested by the Secretary of Agriculture, and because of the increasing number of county agents in the regular Extension program, Mr. Smith was retained in the administrative pattern with the title of Assistant County Agent Leader.

Meantime, in 1930 decision had been made to place more administrative emphasis upon Extension work in home economics. Mrs. McComb had resigned on June 30, 1929. Her successor was Miss Claribel Nye, who had been Assistant State Leader of Home Demonstration Agents at Cornell University. Miss Nye was an enthusiastic and vigorous organizer and teacher. Her plan of organization for home economics teaching was to organize within the counties groups of women within some logical community area who would, in consultation with home economics specialists and the State Leader, work out a study program which required eight to ten monthly meetings each year. These groups became known in Oregon as Extension units. Each unit selected one member toward constitution of a county-wide committee known as the County Home Economics Council. This became the sponsoring group of the entire movement in every county. The number of counties making appropriations for this work increased until there were six cooperating when Miss Nye resigned on August 31, 1935, to accept the position of Assistant State Leader of Home Demonstration Agents in California.

Miss Thelma Gaylord, home demonstration agent in Clackamas County, was named State Leader succeeding Miss Nye, on September 1, 1935. At this

time it was known Miss Gaylord's tenure would be brief, but under the peculiar circumstances existing, it was believed she would make a needed contribution to Extension progress. This proved to be the case. She resigned on April 30, 1936, and on May 1, 1936, Mrs. Azalea Sager was transferred from the position of Specialist in Clothing to State Leader of Home Demonstration Agents.

Vice Director Ballard retained the functions of County Agent Leader, assisted by Teutsch and Smith as Assistant County Agent Leaders, until July 1, 1940.

GROWTH OF INFORMATION SERVICE

The initation of a project in Information and Exhibits under leadership of Mr. Kadderly in 1923 had proved a significant move. His first plan of work called for maintaining a continuous outflow of press material in cooperation with the College Department of Industrial Journalism. He accepted responsibility for distribution of slides and motion picture films and other visual instruction materials. He also assembled and showed educational exhibits illustrating work of the Extension Service, Experiment Stations, and the College of Agriculture at such events as the Oregon State Fair, the Pacific International Livestock Exposition, county fairs, and smaller fairs and shows. He organized and supervised Extension Service radio presentations. The latter became of great significance as the organization of radio programs grew to be an important phase of the Extension Service methods. It led to the later establishment of radio station KOAC as a state-owned educational station.

At this time it was decided to discontinue the Extension Service News, a monthly house organ type of periodical which had been edited and

and largely written by Mr. Kadderly for three and a half years. At one time it had carried the name Farm Bureau News.

During the second year of Mr. Kadderly's tenure, the radio work was requiring more than one-fourth of his time. The first radio broadcast from the College was in January, 1922, over state station KFDJ. This station was built by the staff of the Department of Physics and was operated by a motor generator which furnished an input of 50 watts.

The Extension Service first became interested in radio as a technique of education in November, 1921, when the Director conferred with officials of the U. S. Bureau of Agricultural Economics in Washington, D. C., relative to the value of this new departure in disseminating market news. Literature relating to radio broadcasting was thereupon assembled and F. L. Ballard, County Agent Leader, was assigned the special task of analyzing this information and reporting his analysis to the annual Extension conference in October, 1922.

The first formal educational program broadcast over KFDJ under the auspices of the Extension Service was in March, 1923. Weekly programs continued until June of that year. In September of that year, management of station KGW in Portland, owned by the Morning Oregonian, offered time for weekly programs, and the next month weekly programs on agricultural topics were initiated which continued into June of the next year. Arrangements were also made with KGW for a series of home economics programs beginning in October and running into June, 1924. In 1924-25, weekly presentations in the field of agriculture were continued from mid-October through May. All of the KGW programs were at 8:00 p.m.

This new method of Extension teaching attracted wide attention and was enthusastically received. A college committee including representation of all the major interests of the institution was set up by President Kerr to study this new educational technique and to make recommendations as to procedures. This committee recommended continuation of the college station programs and asked for an allotment of money for studio equipment and other costs. It recommended that Mr. Kadderly represent the entire institution in program management. The Department of Physics would continue operational management.

By the fall of 1925, Mr. Kadderly completed preparations of station college programs to extend from October through June the following year. The programs were in the evening on Monday, Wednesday and Friday nights. In all, 304 programs were scheduled. Features of these programs, many of which have continued to the present time, were market news interpretations, periodic presentations of Oregon's general agricultural situation, subject matter by Extension specialists and resident staff, boys' and girls' 4-H Club presentations in the form of instructions and announcements, and reports of accomplishments often featured by appearance of Club members.

Musical programs were included in the program twice each week. The first broadcasting of football games was established. The call signal for KOAC was first used in December, 1925.

By 1930 the College radio program over College station KOAC, which had been stepped up to 500 watt power in August, 1925, and again to 1,000 watt power in November, 1928, required nearly all of the time of Mr. Kadderly. Effective July 1 that year, the visual education and exhibits

portion of his project was separated and a separate sub-project established, under the direction of Mr. U. S. Burt. Mr. Burt had been employed as assistant to Mr. Kadderly for five years and the visual education phase of the project had grown to the point of requiring about 80 percent of his time. Also, on July 1 of this year, an assistant program director, Winston Wade, was employed and Miss Forena Jenks was appointed to manage the home economics programs. In addition, 15 persons were employed on a part-time basis to assist in announcing, in manuscript preparation and consultations with program participants. During this year 2,130 separate presentations were made over KOAC.

The volume of work continued to increase. In 1931 and 1932, operations were stepped up from a six- to eight-hour daily schedule to 12 hours except Sunday and one result was an operating budget deficit. Salem business interests organized a strong movement for a radio station in Salem to share time with KOAC. Such an arrangement would have invalidated the Federal Communications license to Oregon Agricultural College for operation of KOAC. The College station maintained its position.

In March, 1932, the State Board of Higher Education questioned the value of KOAC because of its increasing budget requirements. A committee of the Board was named to investigate. With the approval of this committee, Director Maris made a public announcement over KOAC on two succeeding days that continuation of the station was in jeopardy. Immediately 2,904 letters flooded the station offices. Only six of this number suggested discontinuation. This was the first substantial effort which had been made to test the value of radio programs in the public mind. At the next meeting of the Board of Higher Education, budget for a year's operation

on the 12-hour basis was approved. It was suggested that other state agencies be offered the use of the station on a cost-sharing basis in order to absorb the existing deficit. It was also the action of the Board that any difference between the amount thus raised and the existing deficit be authorized from President Kerr's emergency fund.

Upon investigation of the possibility of other state agencies participating, it was disclosed that only four could legally use their funds for this purpose. These were the Board of Forestry, the Board of Dental Examiners, the Board of Optometry and the Game Commission. The State Board of Forestry contributed $1,000 and arranged for forestry programs. The State Board of Optometry could see no advantage in participating, nor did the Game Commission nor the Board of Dental Examiners. The budget deficit was overcome by a reduction in hours of operation daily, except Sunday, through April, May and June. This required special permission from the Federal Radio Commission, which was obtained by Senator Charles L. McNary.

In 1929, a cooperative agreement was executed between the Bureau of Agricultural Economics of the U. S. Department of Agriculture and the Extension Service for participation in a leased wire service. In August, market news broadcasts, as a result of this wire service from the important market places of the country, were established over KOAC. This service continues at the present time.

In the fall of 1930, the first regularly organized study-type broadcasts, two homemaker radio clubs, were scheduled. Also the first subject matter offerings in the nature of home study courses was set up when a special

broadcast for 602 enrollees were initiated. The Legislature in 1931 adopted a Senate Joint Resolution empowering the State Board of Higher Education to provide the use of KOAC by state officers and state boards and commissions. In May, the state offices first began to use KOAC regularly. The traffic division of the offices of the Secretary of State and the State Board of Forestry organized weekly programs.

In September of that year, KOAC went on a 12-hour daily schedule complying with the Federal Radio Commission requirements for its unlimited license.

By this time the Agricultural Extension Service assisted by other divisions of the School of Agriculture for twelve years had broadcast daily programs, through the facilities of KOAC, intended to be of value to the farmers--the Farm Hour programs. These consisted of market, crop and weather reports, lectures on various subject such as crops, dairying, poultry, tree fruits, nuts and small fruits, livestock, control of plant and animal pests and diseases, soil fertility, irrigation, fish, game and fur farm management, agricultural engineering, vegetable production, agricultural economics, marketing, general agriculture, river readings during floods, fire weather reports, frost warnings at fruit blossoming time, announcements of farm meetings and events, study courses, and other program material of interest to farmers and agricultural students.

These programs were arranged entirely in the public interest and were free from commercialism. The primary purpose was to extend more generally to the people of the state benefits and services available at the College in the fields of applied science and liberal education. Service

programs accounted for 43.5 percent of the time KOAC was on the air. Entertainment, including athletic contests, attained 49.9 percent. The remainder of the time was used for special programs such as convocation addresses, homecoming rallies, and some student activities. College departments presented programs 36 times, involving 177 different faculty members in 1,381 total appearances.

The Legislature of 1929 created the State Board of Higher Education and placed under its jurisdiction all five higher education institutions in the state. The law creating the Board stipulated that as soon as practical the Board should secure the assistance of some nationally recognized impartial authority or authorities to make a complete survey covering the present conditions and future needs of all branches of state- supported higher education and scientific research.

This survey commission created the most critical situation for the Extension Service in its history up to that time. It was recommended by the survey commission that the College Extension Service be discontinued as a separate administrative unit and be merged with the General Extension Service of the University, and with an Extension program recommended to be developed at the normal schools, then so-called. This integrated division was to be administered by a single director responsible to the State Board of Higher Education. It was recommended that an extra-mural council composed of representatives of all the institutions within the System be set up as an advisory group.

This proposed action was vigorously opposed by Director Maris and Alfred Powers, Director of General Extension at the University. The

Department of Agriculture held that such disposition of the Cooperative Extension Service would be without precedent; that it was illegal; that only the Congress and the State Legislature could enforce such disposition; and, finally, that in the opinion of the Department, such action would be unwise.

Director Maris and Director Powers collaborated in preparation of a brief bringing out the question of legality, the question of extra cost; that such action was without precedent, and therefore experimental; that it would destroy values already established and was unnecessary under existing conditions. This protest, supported by President Hall of the University and by President Kerr of the College, was partially successful. It held the College Cooperative Extension Service as a special unit of the School of Agriculture under the direct administration of the President of the College. However, the General Extension Service, under a single administrator, was established to include the Extension work of the University and normal schools and that of the College not connected with the work in agriculture, home economics and related subjects as defined under the memorandum between the College and the Department of Agriculture, resulting from passage of the Smith-Lever Law.

The management of radio station KOAC and direction of programs was removed from the Cooperative Extension Service and placed in the General Extension organization. There it has remained up to this time. Agricultural programs and home economics programs continued as features of KOAC offerings, but negotiation with staff members, supervision and general direction were in the hands of the program director who was responsible to the administration of the General Extension Service. Incidentally, the Director of

General Extension was responsible to the Board of Higher Education and not to the administrative officers of the College, University or normal schools.

The interim period between the taking over of KOAC by General Extension and 1946 was one of uncertainty for station KOAC. Some members of the Board of Higher Education were strongly critical. They appeared to base their objectives upon continuously increasing costs. On several occasions it appeared there was likelihood that the station, now a very valuable property, would be sold to commercial interests. Each time such a sale seemed imminent friends of the station brought about expressions of support from listeners which were surprising both in their volume and their emphasis. Also, on two occasions attempts were made by commercial interests to gain possession or to come so close as to cause interference with KOAC frequency. In all these situations the station prevailed, however,

In 1946, an advisory council was appointed on radio policy with representatives from the office of the Chancellor and from the University and the College. This council met many difficulties in maintaining and advancing radio station KOAC as an integral part of the educational program of the System of Higher Education.

In November, 1945, it was reported agreement had been made to file an application with the Federal Communications Commission for an increase in KOAC's power for night-time operation from 1,000 to 5,000 watts. The plan originally approved by the Legislature when funds were appropriated for the new transmitter was for operation at 5 kw of power day and night. Operation of night-time power on this basis had been made impossible because of requests by the United States Navy Department that all license holders near

the coastal regions maintain reduced night-time power to eliminate interference with the Navy's program. KOAC, therefore, was required to protect the Tongue Point Naval Base. Application for license had been modified in view of this request and approval of the Legislature had been obtained. This, however, was with the understanding that application for increased night power would be reinstated as soon as the Navy would permit.

This increased power was acquired to enable eastern Oregon points to be serviced by the station. In connection with this new application, it was decided that legal assistance was necessary, and Judge Kendall of Coos County was retained.

In mid-year, 1946, Arnold Ebert, County Agent in Morrow County, was appointed Agricultural Radio Program Director. He was a specialist of the Extension Service for all elements of program content and administratively responsible to the manager of KOAC for all elements of presentation. Purpose in establishing the Agricultural Program Director under Extension Service administration was to improve selection and presentation of agricultural programs over the radio station and to assist county Extension agents in the development of radio presentation and other techniques, as in 22 counties Extension staffs were now contributing to regularly established radio programs from local stations.

At this time, KOAC was operating on 5,000 watts daytime and 1,000 watts night-time power on the 550 KC channel. This gave the station coverage over 65 percent of the land area of the state in which was located 85 percent of the farm population. Surveys had disclosed that 90 percent of the farm homes had radio reception. A survey was made by the Extension

Service about a year previous to this appointment had shown that the farm people preferred programs in this order;

1) Farm market, crop and weather information.
2) Information on methods and techniques.
3) News about agriculture and farmers.
4) Information on national policies, programs, and problems.

The program content, as arranged by Specialist Ebert, covered the full diversification of Oregon agriculture but with results of the survey in mind in time allotment. Mr. Ebert's programs included market information twice daily Monday through Saturday; spot market reports daily at noon; weekly market reviews; weather reports twice daily; and timely presentations daily Monday through Saturday. Other features were the Farm Front weekly on Monday; Agriculture Faces the Future weekly on Thursday; Farm Garden Program on Wednesday, March through September; Farm Labor Program weekly May through August, and monthly September through April; Agricultural Outlook monthly on the second Tuesday; and programs of nearby county Extension agents daily at noon Monday through Friday.

4-H work was granted a regular spot on the broadcasting schedule. A regular program was established for every Monday night. The station also made time available during the 4-H Club Summer School for broadcasting the activities of the boys and girls attending.

During the second year, members of the following organizations contributed to the radio program: faculty members of Oregon State College's School of Agriculture, personnel of the Oregon Experiment Station, 4-H Club and FFA members, leaders and parents, Oregon State Department of Agriculture,

Production and Marketing Administration, United States Weather Bureau, Oregon State Department of Forestry, Soil Conservation Service, Farm Commodity Associations, and the three general farm organizations--Grange, Farm Bureau, and Farmers Union.

At this time, 92 county Extension agents in communities outside Portland were regularly using local radio stations for presentation of 69 programs per week. Since adequate time for most desirable assistance to these Extension agents was not available, a circular letter service known as Tips for Type and Mike was established in 1947 by J. W. Scheel, Extension Editor, and Specialist Ebert. This service still continues. In 1946, a magnetic wire recorder was purchased in order that field broadcasts such as on-the-farm discussions, special meetings, and events at fairs could be broadcast.

In 1950, Specialist Ebert organized seven workshops conducted throughout the state to give assistance to the Extension agents who were now providing regular programs in 25 counties. An Extension radio specialist of the Washington office of the Extension Service, Mr. Joe Tonkin, was brought to the state to assist in these training meetings, which were attended by 118 county staff members.

From July 1, 1933, to June 30, 1947, John C. Burtner was specialist in information for the Extension Service, working on a part-time basis. His main function was presentation of timely news material for the Oregon press. Some of this was included in the regular weekly mailing from the College information service to the newspapers of the state. He also prepared, as far as time would permit, special articles for the agricultural press and Portland dailies. He handled the news releases on special agricultural

events in which the Extension Service was an active participant, such as meetings of the Eastern Oregon Wheat League, other commodity organizations, 4-H summer school, and county program-making conferences.

In 1946, it became apparent that this part-time servicing was entirely inadequate in view of the instructional values involved in the activities of the Extension Service. Budget arrangements were made for a full-time specialist in information, and J. W. Scheel, formerly on the information staff of the Kansas State College and a graduate in journalism from that institution, was appointed, effective July 1, 1946. This was a very successful step. The information services were greatly improved in volume, scope and quality. Mr. Scheel displayed administrative ability of a high order and on November 1, 1947, was appointed Assistant to the Director. In this capacity he still functioned in the information field which was further strengthened by the appointment of R. G. Fowler, Jr. as Information Specialist on December 1, 1947. Mr. Fowler also proved an effective worker and continued until his resignation on July 15, 1952, at which time he became Western Field Editor of the Farm Journal.

By 1955, the information project had grown to the point where six specialists were employed. All publications work had been placed under direction of Ralph W. Salisbury. The news staff had increased to three information specialists. Use of television was increasing. William Smith, had succeeded Ebert as radio program specialist, and now held responsibility for Extension's use of this extension method. Since 1942 the Extension Service had cooperated with the General Extension Division in the employment of a specialist in visual instruction, Dr. Curtis Reid.

In April, decision was made to bring these specialists together into one administrative unit under the chairmanship of Mr. Ebert. The chairman was to divide his time between administration of the project and acting as Extension radio and television specialist, with substantial responsibility for assisting county Extension agents with their programs in these fields of mass media. Prior to this consolidation, the county Extension agents had presented 5,168 radio programs in a year's time over 40 stations. They had made 216 television appearances from the state's five stations. Regular weekly programs were organized over all five stations with the cooperation of Chairman Ebert.

Specialist Ebert and his staff continued the information newsletter, Tips for Type and Mike, that circulated monthly to all Extension personnel. Several counties had added tape recorders to their office equipment. A tape recording service was established at the central office whereby subject matter programs were prepared and sent to county agents upon request. Nineteen such recordings were prepared during the annual 4-H Club summer school for use on local radio stations.

Under leadership of the publications specialist, there had been a marked turn toward issuance of brief folders to take the place of longer, standard-sized bulletins. In 1954, 90,000 of these leaflets were prepared and distributed. Distribution of some publications was made to other states on a cost-share basis. A bulletin by Miss Murle Scales, Clothing Specialist, resulted in purchase requests for 35,325 copies.

In 1949, Extension Directors of Washington, Idaho and Oregon made plans for cooperative publication and distribution of subject matter

bulletins which had application in all these three states. Up to this time, 14 of these joint publications had been distributed at a substantial saving in cost to each of the states.

Demand was rising on the staff for more assistance in visual presentations and had exceeded the capacity of the part-time specialist, Dr. Reid. Therefore, a specialist in visual aids, Dwight Fairbanks, was appointed in August, 1956, and attached to the information division.

At one time it appeared funds budgeted for radio use would be transferred to a budget for establishment of a system television program. Under leadership of Dr. Sherburne, Dean of General Extension Division, public hearings were held in Salem, Eugene, Redmond and Portland. In all four public hearings only one person favored a reduction in educational radio broadcasting. In addition to the appearances at the hearings, a thousand letters were received from 100 Oregon communities, all but four supporting continuation of radio broadcasting.

The use of mass media continued to increase. Historically, efforts were mainly directed toward reaching farm people with the latest and best information on production, marketing, and family living. As time has passed and programs have broadened, mass media reached into areas of public policy, rural development, consumer education, and suburban services. Whereas first programs largely gave emphasis to teaching skills and methods, emphasis now is turning to broad information of non-farm people. The place of agriculture in the economy of the state, the factors which influence it, the factors which influence marketing and distribution, international situations, and factors of special interest to consumers are now areas of increasing interest.

In the spring of 1957, private firms were engaged to make a survey of KOAC radio listeners. It was determined that the Noon Farm Hour audiences numbered about 14,000 listeners and that the evening programs reached about 11,000 listeners.

As the effectiveness of both radio and television is limited only by the skill and understanding of the workers using them, responsibility has been accepted by the leaders of the information project to organize and develop as much special training for staff members as resources permit.

In the past year, Oregon Extension agents made greater use of radio broadcasting than any other mass media for the dissemination of information. During this time county agents' broadcasts in the field reached an all-time high of 10,054 programs. County Extension agents were broadcasting regularly over 42 stations while using an additional 16 stations occasionally. This network of stations reached every corner of the state. To assist these county Extension agents, leaders of the project held staff training sessions in Polk, Lincoln, Wallowa, Umatilla, Tillamook, Clatsop, Columbia, Hood River, Jefferson, and Deschutes counties. Special individual training sessions were held with 39 agents in 12 counties.

Tape recordings afford an effective means of giving extra service to Extension agents broadcasting programs and to commercial farm program directors. Home economics subject matter is the most popular for this usage. During the past year home economics agents were provided with 150 taped programs.

Use of television gained slightly again during the past year (1961) with 19 counties reporting 375 programs. In addition, a weekly program was presented over the central station under direction of specialist William Smith who also organized and presented two radio programs daily. Extension specialists contributed to this central radio KOAC program to the extent of 353 appearances. Department staff members of the School of Agriculture made 362 appearances. County Extension agents in Benton, Linn and Marion Counties made 150 appearances over the central station. There were 558 market news broadcasts and seven special programs by as many agricultural organizations.

One member of the information staff, Professor Salisbury, serves as state distribution officer for Federal publications under an agreement with the United States Department of Agriculture.

DEVELOPMENT OF HOME ECONOMICS

In 1929 decision was made to devote more of the resources of Extension to concerns within the field of women's interests, usually covered by the term Home Economics. Following the emergency programs in war food conservation established in the war time period, three counties--Jackson, Josephine and Umatilla--retained this service by making appropriation of county funds for support of a home demonstration agent. Work was started in Clackamas and Wasco Counties, February 16, 1919, as each of these two counties had appropriated $500. Wasco County work was discontinued, however, on July 1, 1919. These early home demonstration agents were Ann McCormick, Jackson County; Ruth Corbett, Josephine County; Ella Mae Harmon, Umatilla County; Marie Anthony, Clackamas County; Iva Mae Howey, Wasco County. Coos County started home demonstration work on July 1, 1919 when Minnie Kalbus, one of the assistant state leaders, was assigned there.

By 1927 Jackson and Josephine were the only cooperating counties. No particular emphasis on this phase of off-campus education had been developed by Extension Administration. The number increased by five in 1929 and in 1930 to seven home demonstration agents in the following counties: Clackamas, Columbia, Deschutes, Lane, Jackson, Josephine and Multnomah.

Meantime Miss Anna Turley, who had been the first full time Extension staff member in home economics and was appointed State Leader as the work increased, had resigned in early 1919 to return to Indiana to be married. Mrs. Jessie D. McComb, who had been one of two assistant state leaders of home demonstration agents since 1917, succeeded her. The second was Miss Minnie Kalbus. The position of assistant state leader was vacated when Miss Kalbus was assigned to Coos County.

By this time, the change in policy regarding organizations of Farm Bureaus had been made. Jackson and Deschutes counties were the first to organize county Farm Bureaus. In Jackson County, membership was on a family basis and an attempt was made to develop the home economics program through the women of the county Farm Bureau. This proved an unsatisfactory approach.

During 1919, progress had been made in placing the work of the home demonstration agents on a project basis. The home demonstration agents were largely responsible for the development of the local program as the specialists gave most of their time to the non-agent counties with a view to familiarizing the rural women with the potentials in this phase of Extension work and the later techniques which have characterized home economics Extension for 25 years had not evolved.

During this period, food preservation was stressed in every county. A clothing project, including making dress forms, was popular. Although there was no staff specialist, arrangements were made for some field work from the School of Home Economics and a resident staff member assisted all of the home demonstration agent counties with a child welfare program. A start was made in home demonstration agent counties with a child welfare

program. A start was made in home management with attention both to household conveniences and household accounts and budgets. Jackson County did noteworthy work on a school lunch project. Community activities were a farm study tour in Jackson County and a clean dairy campaign in Umatilla. An emergency situation was also met in Umatilla County by organization and operation of a community kitchen during the influenza epedemic.

Supporting these county workers were two Extension specialist. Miss Lassie Lane was appointed foods and nutrition specialist and Miss Jessie Biles was appointed clothing and textiles specialist. The former was established in 1919 and the latter in 1920.

Mrs. McComb resigned in 1929 and in order to bring successful and extensive experience to the leadership of this work, Director Maris made an extensive search for a state leader to succeed her. He finally recommended Miss Claribel Nye, an assistant state leader on the Extension Home Economics staff of Cornell University, who became State Leader on February 1, 1930. Soon thereafter, the director of home economics radio programs over KOAC, Mrs. Zelta F. Rodenwold, was added to the home economics staff as home management specialist, although her salary was paid by the General Extension Division. This arrangement terminated in 1933.

In assuming her position as State Leader, Miss Nye expressed need for specialists to cover the additional fields of housing, home management, and child development.

In New York State, Miss Nye had developed Extension programs through organized groups of women known as Home Bureaus, loosely affiliated with and patterned after the county Farm Bureaus, which persisted in that state as a major sponsoring and supporting influence for county Extension

programs. Miss Nye immediately outlined plans for organizing the work in Oregon on the basis of neighborhood or community groups of women who would meet regularly throughout most of the year and who would select their programs in consultation with the state leader and her specialists. These community groups became identified as Extension Units and representatives from them were named to constitute an over-all county committee which became known as the County Extension Advisory Committee.

It was impossible for a single home demonstration agent to cover most counties with effective programs under this plan because fourteen of these groups were then believed to be all that one home agent could adequately service, and most counties had many more than this number of neighborhood centers. A theory was held that communities unable, because of lack of time of the home agent, to obtain servicing would request a second home agent from the county government. This theory, however, did not work out well in practice.

Miss Nye's arrival to take over the development of home economics Extension coincided with the depression. This retarded the projecting of organized county programs because of the necessity for the services of Miss Nye and the specialists in the state-wide relief program. Also in 1932, three counties--Josephine, Deschutes and Lane--failed to make appropriations large enough to include services of the home agents in the county program. Even though in Josephine and Deschutes Counties the women raised the funds by private subscription, which were certified as appropriations by the county courts, the budgets were greatly reduced. Much of the time of the home agents at this time was required for emergency work.

Miss Nye was appointed by Governor Meier a member of the foods committee of the State Relief Committee and gave a large amount of time to conferences on relief activities for county relief committees, to editing material prepared chiefly for use of families on relief, or on very low incomes, and taking the leadership for the State Relief Committee in a food preservation program. Three of the home agents were drafted for practically their entire time during the summer for cooperation with the State Relief Committee on this food preservation program. All of the home demonstration agents worked with their local county relief committees, two as committee members, and gave individual help to families on relief. The nutrition specialist devoted most of the year to consultation and preparations of bulletins and mimeographs on low cost foods, food preservation methods, and in addition, prepared a school lunch bulletin.

The Extension Service was called upon for many lines of special assistance in the home economics field in connection with depression measures. Since the staff was inadequate in numbers to meet these requests, arrangements were made with both the School of Home Economics and the School of Agriculture for utilization of resident personnel to meet the most urgent of these requests. Among these were:

Jessamine C. Williams, Head of Department of Foods and Nutrition, School of Home Economics. She prepared for State Committee a Guide for Weekly Market Order to Provide Adequate Diet at Minimum Cost, and Foods for Pregnant Mother; edited all foods and nutrition material and passed upon all subject matter included in this area.

Ernest Wiegand, Professor Horticultural Products, School of Agriculture. Prepared directions on The Community or Relief Cannery, prepared record forms used in relief canneries, supervised construction and operation of

canneries both portable and stationary relief canneries, arranged with American Can Company for purchase of cans by State Relief Committee.

L. R. Breithaupt, Extension Agricultural Economist, took charge of gathering and sending out data on surpluses and lack of foods which led to exchanges between counties.

Harry Lindgren, Extension Specialist in Animal Husbandry. Gave demonstrations throughout the state on the cutting and curing of beef and mutton and advised committee on meat.

The following food and nutrition material was prepared specifically for dependent families and for others compelled to live on very low incomes. These were prepared by members of the resident or Extension staff at the request of the State Chairman of the Food Committee.

Name	Number Distributed
Home Preservation, including reprints & preprints	18,600
Guide for Weekly Market Order to Provide Adequate Diet at Minimum Cost	6,000
Uses of Whole Wheat in the Home	5,525
Low Cost Menus for One Month with Recipes	4,361
Canned and Stored Food Budget	8,064
School Lunch	4,690
Homemade Soap	950
Use of Powdered Skim Milk in the Home	650
Salmon - Kippered and Jerked	500
Sauerkraut	440
	49,780

The State Food Committee organized a plan for relief canneries on wheels and stationary relief canneries, directed the equipping of the canneries, preparation of record blanks, determined the quota of tin cans to be provided by the State Relief Committee on the basis of the Canned and Stored Food Budget, and assisted county cannery committees when they had difficulties in operating canneries. The Committee also arranged for the

preparation of the bulletin Canned and Stored Food Budget, as a guide for cooperators in the subsistence garden program. H. B. Howell, county agent in Josephine County was released for three months to take charge of the subsistence gardens as a vegetable gardening specialist.

A subsistence garden committee from the State Agricultural Extension staff also was appointed by ~~the~~ Director, Maris ~~Xxxxxxxxxx~~, who was a member of the State Relief Committee. This committee determined the seed package, arranged with commercial firms for purchase of seeds, and arranged for printing and distribution of two bulletins -- Planting the Subsistence Vegetable Garden, and Crop Requirements and Planting Directions for the Home Vegetable Garden. Monthly What-To-Do letters were prepared by the specialist and distributed to a large percentage of the families. Seeds were furnished 21,006 families in 28 counties.

First homemakers camps were held in 1933 in Clackamas and Lane Counties.

In five counties in which there was no home demonstration agent, an incomplete home economics program was organized and carried through under leadership of the county agricultural agent.

Little time was available for careful training of lay project leaders which soon was to become very important in the women's program. Nevertheless, a start was made and in all of the six counties having home demonstration agents, office training conferences were held.

Leadership in the organized counties was brought together to establish the state Home Economics Extension Council. In addition to many accomplishments in 1932, there were 15 one-day conferences of homemakers in counties not having home demonstration agents.

Miss Mye changed the pattern of utilization of home economics specialists. The first concern of these specialists from this time has been leadership of the home demonstration agents in program development with the specialists functioning as the state project leaders.

At this time, all Home Economics Extension was centralized to prevent overlapping and duplication. Because of this centralization, some non-Smith-Lever activities were included in the program under supervision of Miss Nye. One of these activities was offering courses through the Portland Center of the General Extension Division. The Portland courses were taught by members of the resident staff of the School of Home Economics and provisional college credit was given to those who completed required work satisfactorily. These courses were on a fee basis.

Another feature was a short course in clothing construction offered to homemakers living in or near Corvallis; this also on a fee basis.

Two correspondence courses were available in 1930. These were equivalent to courses then being given on the campus and carried college credit and were on a fee basis. Two home study courses for those not interested in college credit but who desired some guidance in their reading and who wished to apply certain home economics subject matter to their home problems, also were set up.

No specialist in child development and parent education was included on the Extension Service staff. However, this field, which was already and has continued to be, one of the most popular in the entire Extension program, was given attention as follows, mainly through assistance rendered by Sara Watt Prentiss of the School of Home Economics: a radio series for three months, a correspondence course, a home study course, inclusion in women's clubs programs, inclusion in Portland Extension Center courses, and child development and parent institutes in three counties.

The three county institutes were in Marion, Jackson and Josephine Counties. There was no home agent in Marion County and the event there was under leadership of the local membership of the American Association of University Women. In all XXX three counties a second institute was requested.

In 1933 a feature in the development of home economics teaching methods was holding the homemakers' day in each of the seven counties supporting home agents. One of the features of these homemakers' days was the decision as to program for the next annual period. An example of county program is the following from Jackson County:

DECEMBER 1932	JANUARY 1933	FEBRUARY 1933
Heathful Sweets - by Local Leaders	Clothing Institute	Reduce Cleaning Costs I
4-H Clubs	Living Room Arrangement	Organized Housework I
Child Study Clubs	Child Study Clubs	Extension Committee
Recreation	Recreation	Child Study Clubs
Extension Committee	Extension Committee	Recreation

MARCH 1933	APRIL 1933	MAY 1933
Reduced Cleaning Costs II	Reduced Cleaning Costs III	Program Planning
Organized Housework II	Organized Housework III	Flower Arrangement
Child Study Clubs	Homemakers Day	Recreation
School for Parents	Recreation	4-H Clubs
Recreation	Extension Committee	Extension Committee
Extension Committee		
JUNE 1933	**JULY 1933**	**AUGUST 1933**
4-H Clubs	Program Planning	District Canning Dem.(5)
Program Planning	4-H Clubs	4-H Clubs
Recreation	Recreation Camp	4-H Club Fair
County Extension Com		Recreation
Vacation	**Vacation**	**Vacation**
SEPTEMBER 1933	OCTOBER 1933	NOVEMBER 1933
State Fair	Eggs, Milk and Cheese	Eggs, Milk and Cheese
4-H Clubs	Vegetable Cookery	Vegetable Cookery
Officers Training Conf.	Radio Clubs	Radio Clubs
Recreation	Recreation	Leaders Training Sewing
Extension Committee	Extension Committee	Fundamentals
		Recreation
		Extension Committee
		Public Speaking Class

In 1933, the number of local leaders receiving special assistance from the central staff in developing competence to teach subject matter reached 941. This was a development since Miss Nye assumed the state leader's functions and may well be said to be the start of an important method -- teaching by lay project leaders which since has been basic in the home economics program.

Miss Nye was active in organizing effective cooperation by the School of Home Economics in making substantial use of radio station KOAC. One hour each of five days of the week was listed as the Homemaker's Hour. These were made up a period of housekeeper's chat, a 15 to 20 minute discussion by a home economics staff member, frequent use of material furnished

by the USDA and other colleges and universities, a daily presentation of current bulletins and mimeographs and a suitable music number. The lectures were arranged in a series and so planned that certain subject matter was presented the same days of each week throughout the year. In 1932, these were hygiene and physical education; child development and parent education; food and nutrition; clothing, textiles and related arts; and library aids.

In the summer of 1930, a course Methods in Home Economics Extension was given in summer school. This was repeated every two years, alternating with a similar course at Washington State College. An under-graduate course for senior and graduate students in Methods in Home Economics Extension was given by Miss Nye.

In 1931, Miss Nye organized a statewide conference as a follow-up of part of the work of the White House Conference on Children's Health and Protection. This was the initiation of an annual series on conferences on home interests which continued for nine years and gradually evolved into the annual meeting of the State Home Economics Council. The name of this statewide women's conference was established in 1932 as the Oregon Conference of Study of Home Interests.

The conference in 1932 took on the designation of home interests and was concerned chiefly with child development and parent education. Twenty-six organizations were represented with a total registration of 176. Fourteen counties were included in the attendance list. In four counties an extension of the considerations of this state conference was initiated by holding five schools for parents: Clackamas County held two attended by 410; Columbia, Jackson and Lane were the other participating counties.

The third annual conference on home interests was featured by a community dramatics contest. Two counties entered casts the first year and five in 1934. This state contest followed community, district and dramatics training schools and county contests. Plays were selected from an approved list provided by the Extension Service. In order to provide skilled leadership in dramatics and recreation, Miss Gertrude Skow, whose work as home demonstration agent in Lane County had been discontinued because of withdrawal of county appropriation, was appointed home agent-at-large January 1, 1934, to give attention to the development of a regular project in this field.

Forty-two plays were presented in communities in seven counties under the leadership of Miss Skow. The three best in each county competed in a county contest and the winners here participated in the one-day dramatics festival at the 1935 Conference on Home Interests.

In further extending the considerations of the family living conferences, 23 county-wide family living conferences were held in the spring of 1934. Two members of the resident Home Economics Extension staff attended each of these conferences as speakers, consultants and resource leaders.

During 1934 and 1935 the position of State Leader of Home Economics Extension was held by three persons. Miss Nye was granted leave to work in the Federal office of WPA as consultant to the clothing relief program and to act in charge of selection of materials and designs for purchase for use in making women's housedresses and comforters or quilts. During her absence, Mrs. Mabel Mack was transferred temporarily from Jackson County to act as

State Leader, July 1st to December 31, 1934. Miss Nye returned on January 1, 1935, and resigned August 31 of that year to accept the position of Assistant State Leader of Home Economics Extension in California. The vacancy was then filled by Thelma Gaylord, transferred from Clackamas County, September 1, as Acting State Leader.

In 1935 the specialists staff in Home Economics Extension was increased by two positions. Miss Gertrude Skow was transferred from home agent-at-large to Extension specialist in community social organization and Mrs. Maude M. Morse was appointed specialist in child development and parent education. There were five home demonstration agents now located in Clackamas, Columbia, Deschutes, Jackson and Multnomah Counties. Mrs. Sarah Wirtz, who had been county home agent in Josephine County, was moved from the county when the county appropriation became inadequate. She was retained as a home demonstration agent-at-large. Miss Hazel Packer was also on the staff as a home agent-at-large for the purpose of training. Miss Nye had established the policy of employing promising prospects for county home agent work as Extension agents-at-large. In this capacity they would do some work appropriate to specialists, give some time to assisting in emergencies or overloads in the counties, and also relieve the state leader of some detail. This proved to be an excellent training feature.

Changes in the administration of the college brought about by the organization of the State Board of Higher Education had some influence on the Home Economics Extension, as it did also on the entire Extension program. In the allocation of functions among the institutions of higher learning, the offering of off-campus home economics courses on a regular basis for credit was assigned to the General Extension Division of the system.

Correspondence courses were discontinued because of the sharply reduced appropriation of state funds. Less time could be given to Extension by resident members of the School of Home Economics. Therefore, attention became focused upon further strengthening of budgets for Home Economics Extension staff and to a closer application of the work to the unit system.

Mrs. Azalea Sager was appointed State Leader of Home Economics Extension on May 1, 1936. Mrs. Sager had been a specialist in clothing and textiles since October 1932. She was a graduate of Montana State College with a Master's degree from Columbia. She served as clothing specialist in South Dakota for four years, followed by three and one-half years service as a home demonstration agent in San Diego County, California, prior to joining the Oregon staff.

Mrs. Sager served as State Leader for 14 years and under her leadership this phase of Extension work gained continuously in the strength of its subject matter and by growing response measured by participation of the women of the state. Progress in both respects has continued up to the present time. During her first year of tenure, the staff was increased by the addition of a specialist in home management and home furnishings and by four additions to her central staff who served as home demonstration agents-at-large.

Because of the effective work done by the specialists in counties not cooperating in the employment of home demonstration agents and the supplemental work of the home demonstration agents-at-large, four additional counties made appropriations for home economics agents at the beginning of 1938.

Some phases of Home Economics Extension reached every county in the state in 1937. Building on the foundations initiated by Miss Nye, one of the outstanding pieces of work in the home demonstration counties was the development of project leaders for adult work. This year there were 1,330 of these trained project leaders in the seven counties. In these seven counties, the Home Economics Extension Committee held monthly meetings with the agent in developing and carrying out program plans. Projects in clothing and textiles, food and nutrition, home furnishings, and parent education were developed in the Extension units. In four counties, the parent education project was extended beyond the Extension units and monthly meetings were held. The recreation project became a major part of the program in these seven counties and also in five counties in which it was developed by the agricultural agent. In three counties--Columbia, Deschutes and Umatilla--the home demonstration agent was the assigned leader in charge of the home economics phase of the 4-H Club program. All of the county home demonstration agents assisted the rural rehabilitation home advisors by holding training schools, demonstrations before clients, home visits and making bulletins and mimeographs available to clients.

In five counties without home demonstration agents, five family living conferences were held. Printed bulletins and subject matter mimeographs were distributed upon request to more than 185,000 homemakers covering every county in the state.

In February 1938, the sixth annual meeting of the Oregon Home Economics Council was held just preceeding the eighth Home Interest Conference. The requirements for a standard local unit were reviewed and reaffirmed and a constitution and by-laws were approved for counties which

do not have a home demonstration agent. This conference, for the first time, was retarded by a lack of housing space and also meeting space on the campus.

Mrs. Sager was appointed by officers of the American Home Economics Association on a committee to promote the availability and utilization of home economics books through the state library system. The county home demonstration agents brought this question to grass roots attention and conferred with local librarians regarding lists of desirable books.

For many years, Extension was the only educational organization in the counties with a charter to carry on a program with the rural family. By 1937, however, many other agencies--federal, state and county--had interests in this field. Very little was known of each others activities and there was occasionally duplication of services and work with the same people. Herein lay a possibility of different organizations opposing each other through different interpretations of subject matter or in a struggle for prestige. Mrs. Sager believed these dangers could be largely overcome if the leaders of these agencies understood each others programs and were personally acquainted. Accordingly, a conference was called in Portland at the Parent Teachers Association offices for heads of these various organizations. Out of this grew a state committee. In the home demonstration counties the Extension Service was to be the coordinator. In the others, the Smith-Hughes teacher in home economics or the president of the county Parent Teachers organization was to be the coordinator.

State Committee:

Mrs. Walls - President, Oregon State P.T.A.
Mrs. W. J. Kletzer - Past President, P.T.A.
Mrs. Maud Morse - Specialist in parent education and child development
Miss Mozelle Hair - In charge of correspondence courses, Eugene
Miss Bertha Kohlhagen - Director of home economics education, Salem
Mrs. Cramer - In charge of nursery schools
Mrs. Azalea Sager - State home demonstration leader, CHAIRMAN

Organizations Cooperating:

Agricultural Extension Service - State Leader, Home Demonstration Agents, Agricultural Agents, 4-H Club Agents
Farm Security - Mrs. Sarah Case
Public Health - Public Health Association - Mrs. Sadie Orr Dunbar
County Nurse - Miss Whitlock
Smith-Hughes and Home Economics Teacher - Miss Bertha Kohlhagen
Library - City and County - Miss Harriet Long
Relief
County Superintendent of Schools - Mr. Rex Putnam
University Extension
Nursery Schools - Mrs. Cramer
Health Association - Children's Service - Mrs. East
Social Security
P.T.A. - Mrs. Walls
Women's Clubs
Grange - Farm Bureau - Farmer's Union
Home Economics Committee of State Extension Council
A.A.U.W.
W.P.A. - Miss Colhoun, Mr. James, Mr. Everett

The evolvement of the county program in home economics Extension in Jackson County is typical of the experiences marking advancement of this phase of Extension in the state as a whole.

Early an advisory council of women was organized to assist the home demonstration agent in publicizing and advancing her work. This council was later merged with the Jackson County agricultural council and became known as the county home economics committee. This committee outlined a work program to be developed through various local organizations including Parent Teachers Association, community clubs, federated women's clubs, Red Cross, the Health Department and granges.

Community groups were organized. In 1922 these were merged into women's federated clubs. In 1930 these groups were re-organized into 18 home Extension units. Each group met once each month in project work under the leadership of the home demonstration agent. The first leader training work was given in 1930 in recreation and dramatics to 65 community leaders. The following year, leaders were trained for two food projects and child development.

This established the leader training philosophy which has prevailed since that time. From 1933, it has been the policy of the home demonstration agent to meet with the units periodically, usually every other month alternating with the project leaders. These project leaders have successfully extended the coverage by the home demonstration agent's teaching projects. By 1938, 322 of these voluntary local leaders were trained and assisted the home demonstration agent with projects in food, clothing, home furnishings, parent education, recreation and dramatics.

This was a marked change from the early days of the work when Extension teaching was done entirely by the home demonstration agent with occasional assistance from high school home economics teachers or commercial demonstrators. Method demonstrations were given by the agent at group meetings. The home demonstration agent also spent considerable time on requested home visits and other individual assistance.

The first year of work under the reorganized plan was almost entirely of emergency nature because of the depression, and therefore was based on conservation of all available resources. These problems were divided into four categories: first was conservation of food which involved

increased production of home vegetable gardens, an increased production of poultry, bees and rabbits, to increased preservation of fruits and vegetables by drying and canning and demonstrations to encourage development of skills in the use of war substitutes. Clothing problems in conservation included repairing and remodeling of clothing. In health, the major problems were improving sanitary conditions around the homes, establishing fly control and attention to nutritional improvement, especially child nutrition. The fourth category was utilization of labor saving devices and improved work organization to free time for emergency activities.

These emergency programs were planned largely by the county home demonstration agent with the assistance of the state leader. The Extension committee when organized, gave some assistance in program determination and planning, but from the basis of personal opinions rather than factual information.

In 1931, leaders in the home economics program in Jackson County decided to organize a Homemakers Economic Conference patterned after the Jackson County Agricultural Economic Conference which had resulted in a much more clearly defined agricultural Extension program and for seven years had been the basis of a considerable impetus in advancing desirable trends. The core of this procedure was intensive study by committees of leading people in various specific interest subject matter areas. The announced purposes were:

1. To obtain factual information on which to build a county home economics program.
2. To enable homemakers of the county to participate in home economics program building.

3. To develop leadership among the women.
4. To aid the county agricultural agent in developing a county agricultural program by setting up desirable standards of living.

The organization was an over-all committee and various subject matter committees. These were: foods and nutrition, clothing and textiles, housing and home management and cost of living. An example of the type of questions given consideration by the committees are those made by the group considering housing and home development. This committee considered water supply and sewage disposal, kitchen improvement including labor-saving devices, laundry equipment, household accounts and finances, and yard arrangement and landscaping.

Recommendations of these committees became the basis for the Home Economics Extension program that has continued to the present time with annual and periodic adjustments. The intensity attained by the Jackson County home agent and her leaders in this method of home economics program making was not extended in its entirety to other counties largely because of lack of personnel to service these committees due to a limited specialist staff and the requirements of attention to the emergencies developed by the depression. The participation of leaders through membership in appropriate committees has continued through the years to be a strong base for program determination, however.

In 1938, the home economics groups were included in the Jackson County agricultural and home economics outlook conference. A home and rural life subcommittee based its recommendations upon data secured from a federal

housing survey and other surveys. At this county-wide conference the home and rural life committee recommended:

1. That those homes not having water systems and sanitary facilities make this their first major improvement.
2. That the water supply for the farm homes be tested periodically for purity.
3. That families be encouraged to use homemake furniture when finances are limited, particularly for the children's rooms.
4. That special attention be given to inexpensive home improvements.
5. That kitchens be equipped with built-ins that save time and energy.
6. That draft coolers be installed for sanitary food storage.
7. That rural homes improve yards through planting of lawns and simple landscape patterns.
8. That farm families increase production of garden vegetables for family need.
9. That all farm families keep a flock of hens for home use production.
10. That boys and girls be encouraged to enroll in 4-H Club projects.
11. That farm families budget their accounts carefully and keep home accounts.
12. That community recreation meetings be provided for boys and girls between the ages of 15 and 25 years.

These recommendations constituted the basis of the home demonstration agent's program and were activated by the Extension home units over a period of years. By 1939 Farm Security home advisors had taken over some of the emergency work such a relief canneries, relief gardens and relief sewing. In 1939, the county Extension committee of eight women was meeting with the Extension agent regularly once each month except in July, August and December.

By 1940 the state home economics staff included 12 county home demonstration agents. These agents conducted an organized program in 316 Extension units, 84 Extension study clubs organized to study parent education and child development, and ten recreation units, with 8,500 members enrolled. By this time there were 3,828 trained project leaders in the 12 counties. These project leaders held nearly 7,000 demonstration meetings without the aid of the home Extension agents. All in all, there were 10,384 educational meetings attended by 250,000 in the 12 demonstration agent counties.

Projects developed in the units were clothing and textiles, foods and nutrition, home management and home furnishings, family relationships, recreation, and landscaping. In five of the counties the work in family relationships extended beyond the unit groups. In seven of the home demonstration agent counties, the home Extension agent was leader of the home economics phases of the 4-H Club program. In the other five counties, the home agent assisted in training of 4-H lay leaders, in achievement days and in club fairs and exhibits.

At this time the home demonstration agents were all rendering assistance to the Farm Security Adminstration's home supervisors in their training schools, program conferences, demonstrations for clients, and with suitable subject-matter mimeographs and distribution of bulletins. Assistance was rendered the Works Progress Administration in the school lunch program and to the National Youth Administration in recreation and different phases of home economics.

In the non-home demonstration counties the state leader, specialists, and agents-at-large carried on work in 21 counties. This work included

judging at 4-H fairs and county fairs, and the specialists assisted in joint projects for men and women which included rural electrification, home grounds improvement, and family food supply.

In the series of county agricultural planning conferences held in 1938, home economics leaders were included for the first time in the planning groups. In each of the counties a special committee, usually listed as the rural life committee, considered questions mainly affecting the home. These groups made factual analyses of many of the conditions surrounding the economic and social stability of the county rural life. Committee recommendations included work in the traditional fields of home economics, but also in such fields as rural electrification, landscaping, and water supply--types of activity requiring participation of men as well as women. More than 839 men and women served on these committees.

A feature which had been developed in the home demonstration agent counties was a countywide spring meeting at which time the women participating in Extension programs through Extension units prepared exhibits of some of their work lending itself to this type of exposition. They also arranged, and invited the public to attend inspirational programs for the day. Nine of these were held in 1940. This type of annual spring meeting became an established feature of home economics Extension known generally as festivals and persist up to current times.

For the eighth consecutive year home economics staff conducted the opening mixer of the annual meeting of the State Grange. They worked on recreation features of this event. Because there was no recreation project in Marion County where the meeting was held, a series of special training

meetings was held to train 50 local leaders to function during the annual convention.

Another cooperative activity with the Grange was participation in two Lecturer Schools, one in Corvallis and one in La Grande. These schools had been held regularly in the late '20s but were discontinued after 1931 until 1939.

Cooperating in a national movement for utilization of surplus commodities, the home economics staff took the lead in 28 counties in demonstrating mattress construction. Approximately 1,300 were made. Likewise in connection with utilization of surplus commodities, county home demonstration agents generally had charge of the rural hot lunch program using NYA or WPA labor. The state specialist trained WPA cooks in 20 counties.

The first family living conference, a follow-up of the White House Conference on Children and Youth, was continued as an annual event until the outbreak of World War II. During the third of these annual meetings the women representing the County Home Economics Councils organized to meet annually and in time--at the outbreak of World War II--absorbed the functions of the Home Interests Conference. In 1939, the State Council joined the National Home Demonstration Council, composed of similar organizations in most of the States. Later the State Council affiliated as a member group of the Associated Country Women of the World.

The main purpose underlying the organization of the State Home Economics Council was to assist in development of helpful county programs

involving home economics Extension and to aid in the implementation of the projects decided. A second purpose was to give support in a public relations way to the Extension home economics programs. As the organization grew in membership and strength, it engaged in statewide programs. First was encouragement of more research in the home economics field. Perhaps the most valuable of the research projects established as a result of this support was a study of the relationship between nutrition, water supply, and dental caries. A legislative appropriation, which was continued a second and third time, was obtained for this research. Other research initiated as a result of activity of the Council was concerned with the health status of rural children, study of ranges suitable for farm homes, and certain clothing studies. Annually since 1935, $50 and $25 scholarships have been granted to a junior or senior home economics student interested in Extension work. In 1945, this scholarship was changed, being increased to $100 to be given to a junior girl in home economics.

One of the most important accomplishments of the State Council has been establishment of Azalea House. Possibility of raising funds to build a cooperative home on the campus was first discussed at the annual Council meeting in 1945. Purpose was to raise funds through the Extension units to establish a cooperative living home for girls with ability but limited financial resources. A Cooperative House Committee was appointed the following year and the original goal of $45,000 was raised in 1951. Since building costs had increased, this amount was inadequate but the unit continued to raise funds and finally met the needs with $57,760. The name Azalea House was decided upon to honor Mrs. Azalea Sager, State Leader of Home Economics Extension. The house was occupied at the beginning of the school year of 1953, with 58 girls in residence.

The State Council has continued to grow in numbers, in enthusiasm, and in influence. An annual meeting is held on the campus of the University, and attendance last year (1961) was 800.

As was the case in Extension work in agriculture, the organized groups of women expressed interest in fields not usually included within the scope of technical home economics. The organized groups presented an effective mechanism for educational programs in such fields as rural health, farm and home safety, civil defense, leadership training, and stimulation of the rural church.

Following the close of the war, analysis of Extension's current position and a study of the outlooks and decisions as to program emphasis to best meet postwar conditions resulted in general agreement that there must be some relaxation of the policies followed in home economics Extension. It seemed clear that the close attention that had been given to Extension units was tending to build up an atmosphere of exclusiveness. It developed that many women had gained the impression that affiliation with the local Extension unit was a requirement for obtaining the services of the home economics agent. Although such had never been the intention, it appeared procedures had been such that there was basis for this belief on the part of the women. As the Extension Service is supported by funds raised by taxation, any policies involving exclusive servicing were obviously not in keeping with sound policy. Therefore steps were initiated to broaden the contacts of the home agents by enlarging their programs beyond the well-established projects in technical home economics such as nutrition, clothing, home management, and housing. It was also planned to extend offerings in these technical fields beyond the organized units.

These changes in operational procedures developed a situation of some delicacy. The leaders in the home Extension units and Council more and more had become well grounded in the methods which tended to fortify their organizations as such, as well as extend teaching programs. Gradually, however, under the able direction of Miss Frances Clinton, who became State Leader upon the retirement of Mrs. Sager on September 30, 1952, and later of Miss Esther Taskerud--who under the title Coordinator of Home Economics Extension absorbed the functions of the State Leader, the change in emphasis and operations was achieved without difficulty. Progress in broadening the program both in content and coverage was not rapid but was encouragingly persistent and still is advancing. Among the steps taken to broaden the program was increased emphasis on work suited to groups of young married women. Another was the addition of a specialist in family life. Mrs. Roberta Frasier, a competent sociologist, was brought to Oregon from Washington State University and has proven particularly effective in the arts and sciences underlying human behavior in the young child through to the senior citizens. To head a project in family finance, Miss Dorothy Sherrill was transferred from consumer education.

In studying the outlooks in the postwar analysis of Extension's opportunities, it became plain the employment of a specialist in all the fields of women's interests and those interests involving both men and women would not be possible. Therefore, to insure such assistance as was needed and was appropriate to the Extension Service, a women member of the staff was designated as Assistant Director. She was to concern herself with bringing the resources of the Extension Service where needed and helpful into matters concerning rural health, farm and home safety, recreation, leadership development, and, in fact, those activities which might be listed as

generally within the field of sociology. She served as a liaison between Extension administration and statewide groups and organizations within these fields, acting most frequently as a specialist. In recreation, where a specialist was employed, this person was responsible to this assistant director.

Two attempts were made to maintain a rural health education specialist. Miss Frona Yeager was employed from December, 1951, through December, 1952; and Miss Margaret Warner, from September, 1953, to April, 1954. When the Federal Extension Service did not appoint a national specialist to replace Miss Elin Anderson, this project was not again established to the point of requiring specialist service.

In 1954, funds made available under the Agricultural Marketing Act made possible organization of a project in consumer marketing. This was placed under the direction of Mrs. Mabel Mack, who had been appointed Assistant Director to handle functions previously outlined.

Under Mrs. Mack's direction, an experiment in teaching public affairs was initiated under the term Great Decisions in cooperation with the Foreign Policy Association. In 1955, Mrs. Mack was asked to organize for participation in this program in seven counties, assigning field contacts mainly to Mrs. Maud Walker, who had been appointed specialist in Group Development and Sociology. Organization was set up in 25 counties. County Extension agents acted as local organizers of a number of discussion groups to consider lists of questions presented for nationwide direction by the Foreign Policy Association. Now after seven years, 31 counties continue this program annually and have organized a state over-all committee.

State Farm Safety committees have been organized all over the country in recent years. In 1944, there were four; in 1950, 25; in 1960, 45; and today 48 states are organized to prevent accidents.

These state committees did not spring up by chance but rather as the result of a request by some conference group, a planning committee, or a specially oriented group of citizens. These committees have grown and developed into active, effective groups through the combined efforts of many organizations and agencies working together on problems of mutual concern. The experience in Oregon will illustrate how the Extension Service cooperated with other groups and exercised leadership in a statewide educational activity.

The first objective of state safety committees is to prevent accidents. Attention to this simple purpose keeps the committee on the beam. The motivation for the organization of these committees may have come from one or more of many sources. In Oregon, a Governor's Committee on Farm Safety was organized in 1953 as a direct result of the recommendations for a State Farm Safety Committee made by the Farm Safety Division of the Governor's Coordinated Safety Congress held at Oregon State University, December 11-12, 1952.

The safety committee was organized in Portland on February 5, 1953, with eleven persons present representing the Secretary of State, REA Co-op's State Safety Chairman, State Department of Vocational Agriculture, State Industrial Accident Commission, Cooperative Extension Service, the National Safety Council, and one farm leader. The farmer was elected chairman and the Extension representative elected secretary of the committee.

Membership of the committee reached 30 persons, representing such organizations and agencies as: Oregon Farm Bureau Federation, Oregon State Grange, Oregon Farmers' Union, Oregon Home Economics Extension Council, State Grange Home Economics clubs, State Grange youth group, and 4-H and FFA. Industry groups include: Northwest Agricultural Chemical Association, Pacific Northwest Hardware Dealers, Pacific Northwest Association of Implement Dealers, Portland Tractor Club, Portland Chamber of Commerce--Agriculture Director, and Fund Insurance Company. News, radio and TV: Farm Program Directors of radio and TV; editors of Pacific Northwest Farm Quad and Oregon Farmer magazines. State agencies: Oregon State Game Commission, State Industrial Accident Commission, and Oregon State Extension Service, represented by four--assistant director, agricultural engineer, and specialists in information and radio and TV.

Each organization has helped to support and promote the educational programs at the county level through securing the cooperation of their local representatives. Extension Service has had each county staff name one Extension agent to work on safety with organization representatives in developing a county safety program at the grass roots. The Northwest Agricultural Chemicals group, in cooperation with the state committee, added incentives through a scholarship awards program for 4-H demonstration at county and state fairs on safety in use of agricultural chemicals.

State committees need assistance in planning, in methods, and in the development of materials and visual aids. Valuable help has been given by Extension during the past few years through the frequent visits of National Safety Council Farm Division staff members and through the pipeline

developed by having a committee member serve on the National Farm Conference and on the Committee on State Committees of National Safety Council.

The National Safety Council asked the Oregon committee to host the first Western Regional Conference for State Committees in March, 1961.

The Oregon state committee has followed the leadership of the National Safety Council Farm Conference for areas of emphasis each year. This means factual information, circulars, visual aids, and bibliographies are available from the National Safety Council, which is important in lieu of a full-time state specialist.

The State Home Economics Extension Council women in 1960 adopted Traffic Safety for their number one community service project and have continued each year with this project featuring a review of traffic laws and regulations; Seat Belt Installation and Use, in cooperation with the Jaycee's installation program; Driver Education; and Bicycle Safety. The Extension units continued this program on Traffic Safety a second year.

Linn County, under direction of County Agent O. E. Mikesell, organized a Linn County Safety Council in 1955 at the request of the County Planning Council. They planned their activities for a minimum of two major events each year. For their participation in National Farm Safety Week, eight communities in the county were contacted and subcommittees set up. Programs were carried through farm organizations, garden clubs, 4-H clubs, FFA chapters, Chamber of Commerce, the Mayor and City Council. Packets of material were prepared for all newspapers in the county. Their Spring Clean-up Week is handled much the same way. The slogan is Clean Up, Fix Up, Paint Up.

The Marion County Farm Safety Committee one year planned and carried out a countywide campaign against accidents with the assistance of county Extension agent Hollis Ottaway. They decided since they were a heavily populated county that they would use mass media to carry their safety message. The committee prepared a ten-page booklet entitled Farm Safety Handbook filled with safety hints in poetry and cartoons. This was distributed to all families on the Extension mailing list and to those requesting in response to news releases and radio talks. Home Extension women in the county also carry a home safety program through training meetings for project leaders.

The state safety committee also has promoted many other phases of safety each year; for example, Fire Arms and Hunting Safety, sponsored by Oregon State Game Commission; Water Safety; Farm Tractor and Farm Machinery Safety.

Two other programs have been developed to meet emergencies following tragic accidents: (1) safety in disposing of old dynamite--material prepared by SIAC and Extension Agricultural Engineer; and (2) safety in use of pesticides--prepared by a special committee which included the Industrial Hygienist of the Oregon State Board of Health, representatives of Oregon State University Extension, and agricultural chemistry staff members.

4-H safety training has been given each year at the annual 4-H summer school. These classes have included gun, home, first aid, fire, water, automotive and tractor safety. Tractor driving contests are also held at 4-H summer school and at county and state fairs.

During the 1946-48 period, Extension Service initiated the fifth series of County Agricultural and Rural Affairs Program Conferences in cooperation with local leadership. In each of these conferences one of the committees was a Farm Home and Rural Life Committee composed of both men and women. At the conclusion of this series, 60 percent of the county committees had made recommendations on programs in the field of rural health, medical services or facilities. Decision, therefore, was made to broaden scope and otherwise increase emphasis upon rural health education. Mrs. Mabel C. Mack, Assistant Director, acted as project leader and devoted nearly one-half of her time to health education until the employment of an Extension specialist in December 1951. Five major problems were brought to agreement by the county committee were:

(1) Shortages of medical, dental, and other health personnel.
(2) Inadequate hospital, clinical and public health facilities.
(3) Lack of adequate financing plans for medical and health services available to rural people.
(4) Inadequate facilities of housing, safety, sanitation, and other environmental factors which affect healthful living.
(5) Lack of awareness of community responsibility in maintaining adequate health facilities and services for the sick and injured and for the aged.
(6) Inadequate public health program, expecially in the field of pre-school and school clinics, preventive medicine and sanitation.
(7) Lack of an adequate educational program in rural health.

The basic objective of this project was to assure for all rural people the best level and health care which medical sciences and arts can provide. Some 17 of the states had established definite rural health programs

which were supported effectively by the National Health Specialist of the Federal Extension Service, Elin Anderson.

A National Rural Health Conference had been established, the sixth being held in 1950. A national workshop for Extension health education personnel was held with representation from 18 states. The Oregon Rural Health Council was established in early 1951 as an out-growth of the second annual Oregon Rural Health Conference.

By this time the health education program in a national way slowed down substantially as a result of loss of leadership, as the national specialist was not replaced following her death in 1951. Mrs. Mack continued her relationship to rural health problems, but did not have time to continue a full-time representative health program.

World War II brought great changes to the program of the Extension Service. The Secretary of Agriculture and the National War Food Administrator asked that the state Extension services of the country make assistance in the war effort a major part of their operational procedures. This again brought into play the leadership function of the county Extension agents. Not only were they serving to inform regarding, and to explain, war-time measures having to do with agriculture, but they also were almost always the executive official establishing the necessary local organizations and directing their activities.

Nearly every member of the Extension staff found his or her program changed by the necessity of this first attention to emergency projects. Regardless of existing project assignments, the work of many

was completely re-oriented. For example, the Extension nutrition specialist was transferred to the position of Assistant State Supervisor of Emergency Farm Labor. The Extension specialist in land use planning was designated State Supervisor of Emergency Farm Labor, and the specialist in soils was made State Leader of the Emergency Farm Fire Program.

When, following World War II, there was considerable readjustment and some reorganization in the Extension Service to meet new situations and rapid changes, home economics shared fully in adjusting foundations for continued growth and effectiveness. It seemed clear that the home economics phases of the Extension program in the western states had not, generally speaking, been developed in ~~satisfactory~~ worthy proportions to the potentials.

Several reasons might be advanced for this general situation, but two stand out particularly, at least as far as Oregon is affected. One had been difficulty in selling home economics to appropriating bodies--both county courts and the legislature. Much of the work in agriculture could be evaluated on the basis of positive economic influences upon the economy. Work in home economics did not, in the main, lend itself well to such evaluation. 4-H Club work has had its own particular and effective appeal in its guidance relationship to youth development. Up to this time in Oregon, home economics programs had been more or less apart from the 4-H work even though home economics clubs had been a large part of the youth program from the early days.

A second difficult problem in effective home economics work was and still is the relatively short tenure of women assigned to project

leadership, particularly home agents in the counties. This is a problem nationally in home economics Extension. There have been many county home economics agents in Oregon as fully capable of developing as effective programs as have the best of the agricultural agents, but it has been impossible to retain most of these capable women workers in the Extension Service long enough to realize upon their abilities.

As the Extension Service developed its plans for the new era opening up at the close of the war, particular attention was paid by Extension administration to building more popular public support of this phase of the work. A first step, it seemed clear, was to include home economics, 4-H Club work and agriculture in an interrelated or interlocking partnership in one Extension program. This point was not new to administration, but the emergency activities required by the depression, the subsequent assistance necessitated by the new department agencies, and World War II xxx to dislocations required so much of the energies of the staff that operating refinements could not be undertaken. One step was establishment of the system of district supervision elsewhere described, and the development of an awareness by the county chairman, also elsewhere described, of a responsibility for the development of home economics as a full part of a rounded county program.

Another step was some revision of home economics program-making processes which differed somewhat from those in agriculture and 4-H Extension. Through the years program processes in home economics had tended to narrow down to about those projects in which there was a specialist employed, and still further down to those fields within the specialty which the

specialist and leaders thought they were best equipped from the standpoint of time available and subject matter at hand to give attention.

In consideration of revision of the program-making process, ideas from four levels were brought into play. There was, of course, the Extension agent level and, as a second one, the thinking and resources of the specialist. Then, as practically all of the work up to his time had been carried on through the units, so-called, there was the unit level. Much of the time and energy of the home economics staff since the time of Miss Nye's leadership had been given to perfecting the unit organization all the way through from the local project club up through the county council to and including the state home economics council. On analysis of the situation following the war, in an effort to find ways to improve the whole foundation of the Extension Service, it became clear that one factor adversely affecting the obtaining of adequate public support of the home economics phase of the program was the trend toward exclusiveness of the program because of this concentration upon units which often resulted in contacts with only a relatively small proportion of the possible clientele. Therefore steps were taken to loosen this almost exclusive attention to units by bringing into the program, sometimes through other organizations, many women who were not unit members.

One feature of the home economics program, likewise tracing back to the leadership days of Miss Nye, was leadership development. To broaden the coverage of the Extension programs, lay local leaders were trained to carry the program as instructors to many women who had not been reached often by the home Extension agent or specialists. This procedure was intensified, and in a recent year more than 11,000 women engaged in this

teaching process which was in addition to 4,000 engaged in leadership of 4-H home economics clubs.

Leadership training was further developed by the organization of several workshops that exemplified group procedures, or effective methods of working with groups. This development was aimed first at the entire Extension staff. Since the agricultural conference method of developing the Extension program in agriculture had been initiated in the middle '20s and since followed, and since the home economics program-making in cooperation with the units had become established, much of the teaching from the entire Extension staff--perhaps as much as 75 to 80 percent of it--was being conducted by the group conference method. Mrs. Mabel Mack was assigned leadership and instruction in group methods and so successful did this become that Specialist Maud Walker was employed for a time to give full attention to the development of this method. The results were so marked within the staff that this type of training was given in 16 counties to leaders of local organizations. This activity, which showed great promise both from its educational values and its public relations effectiveness, was not continued after the resignation of Mrs. Walker.

Another step aimed toward bringing home economics into a full partnership arrangement in the Extension program was assigning responsibility for all 4-H Club literature in the home economics field and leader training in the 4-H program to the home economics leaders.

Soon after the plans were made leading in these various directions, progress was apparent. One of the marked changes was the influence brought to bear by the changing attitude toward warmer support by the county chairmen.

In the post-war years, home economics Extension further improved its program methods and broadened the program. Consumer education was established, with two specialists employed in this field. In order to relieve the county home economics agents of much of the judging work required of them by county and community fairs and exhibits, a training course for judges was established, to be held every other year. This was for the purpose of training the many former home agents and other graduates in home economics who might be recommended to fill the many judging requests. Extension methods have developed to include numerous workshop-type events outside the traditional clothing and home furnishings workshops of the early days. Also attention has been given to special offerings for young wives and young mothers, and the program otherwise broadened to reach an increasing number of women. Meantime, the support and enthusiasm in the State Home Economics Council has continued to increase.

The last ten years have marked the most significant development period in Extension Home Economics. This was possible because of expanding budgets for the Extension Service and because the home economics program, up to this point, had proven solidly based and capably administered, notwithstanding the handicap of relatively short tenure of women staff members. Increases in Federal funds in Extension budgets, beginning in 1954, made it possible to allocate funds more generously for county Extension agents. Requests for county cooperation in employment of more home agents was encouragingly common. In 1950 the number of women Extension agents was 35. Last year there were 40. In addition, there were two home economists as state agents in the 4-H Club staff, guiding girls' phases of the 4-H Club program. Also, there were 16 home economists in the counties who gave full time to 4-H Club work.

Miss Frances Clinton was named State Leader of Home Economics Extension on October 1, 1952. Miss Clinton had been a very successful home demonstration agent in three key counties--Multnomah, Umatilla, and Marion. She was a graduate of the University of Puget Sound and took her graduate work at Oregon State University. She was assisted by two home economists carrying the title of State Extension Agent. Miss Eleanor Trindle had been advanced to this position from home agent in Marion County in 1950, and Miss Viola Hansen from home agent in Linn County in 1951.

During this latter period, the local Extension Unit, the County Council, and the State Home Economics Council continued the main vehicle for motivation of the home economics program. By now, however, it had become well accepted that the services of the home economics staff must extend beyond these core groups. This provided really enlarged opportunity for increasing the prestige of the unit groups. This reaching out resulted in dispensation of subject matter over wide areas as contrasted to the role of recipients only among relatively narrow segments of the potential clientele. Last year, for example, 600 meetings on special needs or interests, in addition to the organized considerations of the unit groups, were held with 35,500 persons participating.

During this period, the distinctive local leader technique made progress. Under this plan, a specially trained local leader presents subject matter material to interested groups without the personal presence of the home agent. Last year, 1,117 such meetings were held, attended by 87,000.

The core program has continued to be composed mainly of solid subjects such as wise credit use; household management; nutritional needs for all age groups; clothing construction including fabric evaluation; family economics including management of time, energy and money; and child development and human relations. Special programs such as cooperation with the county courts in the Abundant Food Program and a special instructional program for welfare, low income families, and underpriviledged people have been carried on.

The Extension Service was officially designated by the State Department of Finance and Administration as the agency responsible for the educational program in the Abundant Food Program, which is essentially distribution, with Federal aid, of federally managed surplus foods. This work has involved liaison with the State Welfare Department, State Board of Health, State Department of Vocational Education, county courts in the counties designated to receive this aid, county welfare departments, county health departments, and vocational home economics teachers. The Extension Service was asked to develop understanding of the program and to teach recipients best use of the abundant foods. A comprehensive circular was prepared for this purpose giving information on the uses of dried eggs, dried milk, cornmeal, rice, beans and lard, which were included with the initial food issue. Monthly newsletters were also prepared. Radio presentations, TV and news articles have supplemented the actual demonstrations. Many of the recipients of these foods have sought the services of the home agents for assistance with their various problems. The Abundant Food Program is part of the county program in 24 of the counties.

There is always, in every county, every year, an extensive volume of miscellaneous requests covering almost every conceivable question that comes to the homemaker, received from office callers last year numbering 33,300, or from telephone calls which reached 80,000.

An example of the breakdown of one of a representative project, family finance, is as follows:

Credit - place of credit in our economy, types of credit, comparative costs, determining how much credit family should use.

Family Spending Plan - assists in planning the use of money to take care of current needs and to reach long-range goals. Also being used with older 4-H'ers.

Life Insurance - basic principles of life insurance, providing a basis for evaluation on insurance needs. Provides basis for intelligent planning with insurance agents.

Social Security - understanding Federal Social Security program, its benefits to Oregon families, need for coordinating other insurance and savings and investments with Social Security.

Wills - helps families understand Oregon laws relating to wills, importance of having a will, and encourages preparation of wills if needed.

Property and Liability Insurance - kinds of insurance families need to consider to protect themselves against loss of property, understanding policies, and how to make claims for losses.

A typical breakdown of the work involved in a county program is that in Umatilla County where Miss Molly Sylvester is home demonstration agent. The unit program, a representative one, is an example of progress from elementary skills to thinking-type programs which included consumer

education; weight control; family finance, especially credit buying; and understanding teenagers, including a program on early marriage. Included also is a study of taxes.

In addition to these core programs, Miss Sylvester appeared before practical nurses classes on foods and nutrition at Blue Mountain College and held special classes for restaurant owners and operators. An extensive program was underway with the County Welfare Department which maintained close cooperation in the matter of abundant foods. The first of each month the home agent prepares and distributes bulletins and releases on suitable ways to use the current foods. This work also included demonstrations at the distribution center on best uses of this food. A series of five classes was organized especially to help to incorporate abundant foods into family meals and on the principles of food buying to supplement the abundant food provided.

A series of home Extension sponsored sewing classes was organized for mental patients at the Oregon State Hospital. To round out the home agent's program, the educational director for the Indians on the Umatilla Indian Reservation requested home making classes for Indian women.

Upon resignation of Miss Clinton as State Leader, Miss Esther Taskerud was named to replace her in 1958 under the title of State Coordinator of Home Economics Extension. Miss Taskerud had been one of the state agents serving as a district leader for four years, and prior to that for seven years as one of the economists on the 4-H Club staff. Miss Taskerud was a graduate of South Dakota State University, and had served on the 4-H staffs in South Dakota and Iowa before coming to Oregon in 1947 from graduate work at Columbia University.

A long forgotten fact relating to the home economics program, in fact perhaps relating to Extension as a whole, was the appointment in January, 1911, of a member of the Board of Regents, Mrs. Clara Waldo, on a part-time basis as Dean of Extension Work in Domestic Science. Her appointment carried no salary, but provided for payment of her expenses in the field to address womens groups. No organized instructional work as is now the concept was reported, but she apparently appeared before several womens groups during the remainder of that year. This arrangement was apparently in line with the concept of public relations.

MARKETING

The early demonstrations in the Extension work plans were largely in the field of production and pest and disease control of plants and animals. In fact, the entire Extension Service concept grew out of programs led by U. S. Department of Agriculture scientists against the cotton boll weevil in the southern states. The control measures were demonstrated to the farmers by skilled technicians from the Department. Experience developed that the county was a favorable geographic unit for the assignment of a technician, and from this elenentary starting point the idea of a locally established teacher of agriculture grew into the far-flung county agent system which soon became and still is the basis of Extension work.

Crop variety demonstrations, fertilizer application tests and other simple cultural practices provided promising subject matter relatively easy to teach. Control of insect and animal pests also could be easily demonstrated. Results in these subject matter areas were quickly effective and often very profitable. Therefore work in these areas occupied most of the time of the early Extension staff people, both county agents and central staff specialists. As time went on, the teaching of these locally located workers was found generally sound by their clientele. They in fair time, therefore, acquired the confidence of the farmers with whom they were

working which led to expressed interest from the farmers in wider fields of knowledge and activity among which were questions of marketing farm products.

Marketing of farm products has been a live topic of discussion and very often a matter of positive action wherever farmers have gathered over a period of two or three generations. One of the underlying causes of the Granger movement of the 1870s and several other national or regional farmers' movements was this question of improved methods in marketing farm products. This question underlay the organization of the unusually aggressive Nonpartisan League of Dakota and other previous farmers movements, so called.

Teaching the basic principles of farm products marketing is not particularly difficult, but motivating and maintaining successful action in desirable directions that are disclosed in considering these principles is another matter. When a farm operator gains useful knowledge of new cultural practices, their installation in his management plan is usually a relatively simple matter. For one thing, it is an individual action of direct immediate concern only to the farmer. Any change in the marketing system, on the other hand, involves group action and affects many persons. An individual is usually helpless against the strong forces generated in the business of distribution of farm products. But by group action, improvements sometimes may be made effective. Over the years the record in relation to improved marketing conditions as a result of action originated at the farm level is a good one, although the broad basic problem still looms large. As change is inevitable, the problem will be continuous. In fact,

there have been equally as revolutionary changes in marketing and distribution in recent years as has been the case in agricultural production.

Any substantial change in marketing methods involves changes in business practice often long accepted which affect massed capital and the careers and life habits and plans of many people. The blocks which are thrown against any change in this segment of agricultural activity are substantial ones. Such opposition is not experienced in initiating improved practices in management within the line fences of individual farms. Often established business protests vigorously the activities both in teaching or in motivation by any representative of public agencies. These protests directed to any or all of the sponsors of Extension work, the county government, the state college or university, and the Department of Agriculture, have many times in the past weakened progress toward needed improvements aimed at helpful objectives in a marketing program. Because of these oppositions which, hopefully, are less evident under current conditions than in former days, some state Extension organizations have hesitated to develop full steam in marketing directions.

Director Hetzel and his associates were not dismayed by these difficult factors, however. One of the very early staff additions was a specialist in marketing. On January 1, 1916, G. Lansing Hurd was appointed. From that time until the present day at least one marketing specialist has been employed on the Oregon staff. Currently, the number of ten. These are two in consumer education, one each in dairy, forest products, fruit and vegetables, poultry, seed and food technology. Two serve in overall capacities.

Mr. Hurd's first major assignment was to take a look at the bulk handling of grain. At that time wheat and barley were handled in sacks through flat warehouses located along the train railroad lines or on spur tracks. In the central plains states, these grains were handled in bulk through elevators. For some time the farm crops faculty at the College had talked to the farmers about the economies and other advantages which would accrue to a change in the handling practice from sack handling to bulk handling. A start had been made in a small way by the farmers around Dufur and Pendleton.

Specialist Hurd was sent on a trip east to study bulk handling methods in the plains states and to visit terminal markets where the grain was ultimately received. Mr. Hurd resigned in May, 1917. As a specialist, Mr. Hurd had worked closely with Dr. Hector Macpherson, head of the Department of Agricultural Economics. In October, 1914, the Board of Regents of the College had set up a Bureau of Markets within the School of Commerce and named Dr. Macpherson Director. Its functions and activities were outlined as follows:

(1) Cooperation with all existing farmers' organizations to attain greater efficiency in marketing and social service.

(2) To assist farmers in the formation of organizations suitable to meet the needs of marketing and the supply of farm necessities. This assistance to be given through

   (a) Expert advice as to the kind of association needed, based upon surveys in the district in which it is proposed.

   (b) Assistance of an expert in organizing.

   (c) Assistance in establishing an accounting system.

(d) A system of audit by means of financial statements furnished the Bureau.

(e) Extension lectures before organized groups.

(3) To act as a clearing house for such organizations within the state with the county agricultural agents representing the Bureau locally.

(4) Maintaining a file of all laws obtainable relating to marketing and cooperation.

(5) Maintaining a file of blueprints of creameries, cheese factories, canneries, dryers and other such buildings.

(6) Initiating an extensive publicity campaign on the whole subject of agricultural marketing.

This was an ambitious program, quite new in many of its concepts. The Extension specialist in marketing was to represent this Bureau in the field in its major functions. Largely through leadership of Director Macpherson, the first Oregon cooperative law, which provided a sounder base for cooperative enterprise, was passed. Paradoxically, an early annual report of the Bureau of Markets points out that an important service that year was the discouragement of ill-advised attempts to organize cooperative canneries at a dozen points and discouraging the organization of seven or eight cooperative stores. In all these cases, local surveys had indicated that because of lack of possible volume of business or inadequately developed interest and enthusiasm, prospects for success were not good.

Mr. Hurd was succeeded on June 22, 1917, by F. L. Ballard, a graduate of Oregon State College in agronomy and agricultural economics, who had been a county agent in Hillsboro County, New Hampshire. A new

feature of this appointment was cooperation and budget sharing with the Bureau of Markets of the U. S. Department of Agriculture. Under this cooperative arrangement, the appointee carried the title Field Agent in Marketing.

Mr. Ballard gave first attention to accumulated requests for assistance in marketing, the most important outgrowth of which was organization in the fall months of the Deschutes Valley Potato Growers Association. In November, word came from the War Department through the Department of Agriculture that all available jute, the material from which grain sacks are made, had been commandeered for war purposes and very little, perhaps none at all, would be available for grain sacks in those regions where transition to bulk handling could be made.

Schedules were immediately prepared under which this emergency problem could be discussed with the wheat growers in the Columbia Basin counties, particularly, and as time permitted, in the Blue Mountain counties. Professor G. R. Hyslop, head of the College Farm Crops Department, was relieved of some of his instructional load and accompanied Mr. Ballard into eastern Oregon to assist in considering this problem with the wheat growers. At 17 points, decision was made to organize a local company to build an elevator. Professor Hyslop discussed with the growers changes that would be necessary in harvest methods, and Mr. Ballard handled the work involved in the organization of the farmers' business concern. Cooperation was also extended by the Grain Standardization Office of the U. S. Department of Agriculture in Portland.

The specialist in marketing handled all the organization tasks required in bringing the proposed farmers' elevator companies into actual operating status, including the work in connection with incorporating the companies under Oregon law. Meetings had been attended by the specialist at 25 points, and 17 farmers' elevator companies had been completely organized by the first of April. In five of the communities, organization was postponed and in the remaining three communities, private interests seemed to be in a position to meet the emergency. The elevator companies organized were at the following points:

Union County -- Alicel and Imbler
Baker County -- North Powder, Baker, Haines; private capital
Wallowa County -- Joseph
Umatilla County -- Milton
Morrow County -- Ione, Jordan Station
Gilliam County -- Gwendolen
Sherman County -- Grass Valley, Kent, Moro, Hay Canyon, Klondike
Wasco County -- Shaniko, The Dalles

It was decided that it would be impracticable to continue to form organizations after April 1 because all available technical aid for constructing elevators were being absorbed by those already in course of construction. Following this, the specialist devoted some time to discussion of the advantages of transition from sack to bulk handling at 10 points not reached in the series of organization meetings.

Mr. Ballard was transferred on July 1, 1918, to the position of Assistant County Agent Leader. He was succeeded by Eric Englund whose project was confined to dairy marketing. Mr. Englund was employed for a

six-month period starting January 1, 1919. The position of field agent in marketing had been vacant from July 1 through December 31, partly because of the marketing of foods was guided during this period by the Portland Branch of the U. S. Food Administration and partly because of unavailability of personnel.

Mr. Englund completed his employment June 30, 1919, and was succeeded by Paul Mehl in November. Mr. Mehl's major project was working with the elevator companies in eastern Oregon. As a result of the Extension Service campaign and the war emergency, in addition to 17 elevator companies which had been organized by Hyslop and Ballard, nearly as many more were set up by groups of farmers independently and by private interests. This transition in handling of grain from sacks to bulk methods brought many problems to eastern Oregon grain growers because of lack of experience in the methods involved.

The entire elevator movement had been hastily activated because of its emergency nature. Some of the elevators were too large, some were inadequately financed. As the emergency wore away, many farmers who had been counted upon as participants continued to postpone the change in their methods. Certain trade differentials detrimental to the bulk handling method appeared as the emergency disappeared.

Mr. Mehl gave much of his time to working with the elevator companies and private elevators as well in establishing accounting procedures and establishing other improved management practices. It was the mid-20s before bulk handling was fully established in the wheat-producing counties.

Mr. Mehl resigned June, 1921, at which time the cooperative arrangement with the Bureau of Markets of the U. S. Department of Agriculture was terminated. He was succeeded two months later by R. S. Besse, working as a state worker only. Mr. Besse resigned December 1, 1922.

By this time a report of the College Bureau of Markets indicated that 30 different associations had organized or reorganized in accordance with the cooperative law which had been passed by the Legislature in 1915.

In the counties, county agents had been active in support of cooperative marketing. Assistance had been given members of cooperative associations and suggestions offered to non-members relative to association activities. They were in frequent session with local boards of directors, marketing committees, and with local members of state-wide boards and committees.

Extension education in marketing was continuing more difficult to manage from the subject matter standpoint than were the production processes. Often the growers expected aid from the Extension Service beyond points of action appropriate for representatives of public agencies. They often demanded direct assistance in obtaining members, in maintaining membership relations, and in otherwise assuming management roles which were inappropriate for a public service representative. Nevertheless, in the early days, Extension Service sometimes went beyond what later became recognized as sound policy in aiding in the organization of associations and in influencing their management. This was perhaps justified if these marketing associations were to be considered as demonstrations, which was the case with some of the earlier ones.

One such instance was the assistance rendered the organization of a cooperative wool marketing association, now the Pacific Wool Growers. C. J. Hurd, in 1920-21, was county agent in Douglas County, which was the leading farm flock county in the state. The farm flock of sheep was particularly adapted to conditions in that county. Marketing of wool, however, was in a chaotic state. Many of the general merchants in the many small communities of the county were wool buyers in the spring. They, in the main, knew little or nothing about wool quality and grades. They often took in the fleeces in trade. Early in his tenure as county agent, Mr. Hurd correctly concluded the first step in assisting the livestock enterprise in Douglas County would be to assure farm flock owners a more reliable market. He interested leaders in the county in the possibilities of a farmers' cooperative wool marketing association. Much the same conditions influenced wool marketing in the neighboring county of Lane and on north through the counties of the Willamette Valley. Mr. Hurd arranged leaders' excursions into these other counties for conferences with wool growers and other farm leaders and later for a series of meetings.

The outcome was organization of the Pacific Cooperative Wool Growers Assocation. An office was established in Portland and search initiated for a manager. Mr. Hurd was a member of the committee to recommend a manager. Mr. R. A. Ward, formerly county agent in Deschutes County, was at the time vice president of the First National Bank of Bend. In that capacity he had been in charge of the livestock relationships of the bank. Mr. Hurd recommended Mr. Ward to the association and he became manager in February, 1922.

Another statewide cooperative marketing association which has been successful through the years may be said to owe its origin to the work of the Extension Service. Mr. U. L. Upson, specialist in poultry husbandry, actually went far beyond the scope of current Extension policies in marketing education in organizing the Oregon Cooperative Poultry Marketing Association in 1918. It was apparent to Mr. Upson and other leaders that the development of a substantial poultry industry in the state depended upon more reliable market outlets than were offered by the then established poultry trade.

The poultry cooperative was successful in establishing outlets in Philadelphia and New York. These outlets depended upon a quality product. For this reason the Extension Service teaching program in poultry production was based on the commercial unit, an individual enterprise large enough to require full attention of a single operator. This method assured management practices which made the necessary quality possible. For some years this association annually shipped 800 to 1,000 carloads of eggs to the eastern markets, thus becoming the main factor in the growth of the state's substantial poultry industry.

C. J. Hurd, who had been transferred to the administrative staff, was again transferred this time from assistant county agent leader to specialist in marketing in February, 1923. He occupied this position until his death, in July, 1927. Mr. Hurd had been a farmer and community leader in Lane County before becoming the first county agent in Douglas County. While in Douglas County, he had been the one person most responsible for organization of the Pacific Cooperative Wool Growers. Later, as assistant

county agent leader, he had assisted the marketing specialist in servicing requests for marketing assistance as time permitted.

During Mr. Hurd's tenure he gave a great deal of time to the organization of the prune industry for more effective marketing. There were four cooperative associations and about a dozen private corporations handling dried prunes, all competing with each other in the same markets. In advancing this project, Mr. Hurd stimulated and assisted organization of six local cooperative marketing associations in Yamhill, Lane and Polk Counties, and in Forest Grove, Springbrook and Salem. These associations, together with the Eugene Fruit Growers Association, Dundee Packing Corporation, and Scotts Mills Packing Corporation were then federated into a central sales agency which in 1924 handled about 30 percent of the state's dried prunes. This was incorporated as the North Pacific Cooperative Prune Exchange with headquarters in Portland. Mr. Hurd assisted in financing this organization by aiding in obtaining a loan from the Intermediate Credit Bank.

In the fresh prune producing area of Umatilla County, Milton-Freewater, some 1,500 cars sold by the local marketing association brought only packing and freight costs, resulting in the dissolution of the association. Prospects were for 2,000 cars of fresh prunes to sell the following year, and county agent Fred Bennion appealed to Mr. Hurd for assistance. A committee of 21 growers, businessmen and bankers made plans for construction of a prune dryer that would convert some of this heavy tonnage into a different type of product. The operation was successful and the estimates were that the dollar gain from this enterprise that year was about $35,000.

As the main organizer of the Pacific Cooperative Wool Growers, Mr. Hurd served as a director representing the public under the terms of the Oregon Cooperative Law. During the first year of his tenure he drew up plans for expansion of the association by including regional organizations in California, Utah, and Idaho.

Mr. Hurd was in close cooperation with the directors of the Pacific Cooperative Poultry Producers and developed a new contract to replace the one expiring in 1923. It was decided to exclude membership at Winlock, Washington, and Caldwell, Idaho, because of difficulties in maintaining satisfactory quality. It became necessary then to bring 250,000 hens under contract in Oregon. Mr. Hurd organized the membership campaign and was effectively assisted by county agents in Multnomah, Clackamas and Benton Counties.

Ordinances were prepared for establishing public markets at Bend and Oregon City after the plan which was proving successful in Lane County. Much attention was given to the dissolution of the Oregon Growers Association, an overall fruit marketing organization of western Oregon which, because of plans too ambitious for the competency of its management, had become involved in insurmountable financial difficulties.

The North Pacific Cooperative Creameries were organized during Mr. Hurd's tenure. The Mt. Angel Creamery, the Eugene Farmers Creamery, the Lower Columbia Cream Association of Astoria, the Raven Creamery of Portland, the Hood River Creamery and the College Creamery were members. The objective was quality improvement and establishment of standardization. Each creamery agreed to contribute .1 of a cent per pound annually to the

association. The board of directors, one from each contributing creamery, employed an experienced creamery operator to visit each creamery operation monthly, carrying on a butter scoring program and instructing the local operators in improved methods.

The first of several series of community marketing schools was organized by Mr. Hurd in 1926. The first, a three-day event, was held on the college campus attended by 315, mainly directors and managers of cooperative associations. As a result of this first short course or school, requests were made for similar events in the counties. These were scheduled and held in Marion, Yamhill and Douglas Counties.

During the tenure of Mr. Hurd, much interest developed in the Portland Chamber of Commerce in the question of marketing Oregon's agricultural products. Mr. W. D. B. Dodson, for many years manager of the Chamber, established a marketing section in the Chamber's agricultural committee and employed a field man to promote improvements in marketing farm products. Mr. Hurd spent a great deal of time working closely with the Chamber and its marketing representative, Mr. R. H. Kipp, in coordinating the activities of the Chamber of Commerce and the College in this field.

Work in marketing received great impetus in 1929 and for a few years following as a result of established government policy. The Administration announced a farm program to benefit the agricultural industry of the country. It was the Agricultural Marketing Act. Congress established the Federal Farm Board to administer the Act and this organization adopted the centralization and expansion of cooperative marketing of farm products as its major project.

In February, 1928, George O. Gatlin was appointed specialist in marketing, and the title of the position was changed to Extension Economist (Marketing). The first plan of work prepared by Mr. Gatlin brought out that the primary purposes of this project were to bring about a better understanding of marketing methods, organization and problems; to encourage and develop cooperative effort along sound lines; to strengthen and increase the efficiency of existing cooperative agencies; to reduce waste, to reduce marketing costs, improve quality, pack and distribution; to influence the adoption of good business practices and otherwise bring about economies in marketing and improvement in cooperative organization designed to benefit the public in general and agricultural producers in particular.

At the time of the Annual Extension Conference in 1929, the matter of College relationships with the Federal Farm Board and its activities in marketing were important points for consideration. There had been misunderstanding on the part of the public, on the part of the Federal Farm Board, and particularly on the part of producers' groups as to the position of the College Extension Service. During the conference a committee composed of Dean A. B. Cordley of the School of Agriculture, Director Maris of the Extension Service, and Mr. Gatlin were asked to draw a statement which would be the policy of the institution. This statement was:

> WHEREAS, it is the declared policy of the Congress of the United States to promote the effective merchandising of agricultural commodities in interstate and foreign commerce, so that the industry of agriculture will be placed on a basis of economic equality with other industries, and
>
> WHEREAS, the Federal Farm Board, in its administration of the Agricultural Marketing Act, is advocating the formation of national cooperative organizations along commodity lines; is urging farmers to join cooperatives in their localities and these cooperatives to affiliate in regional and national organization; is developing other plans and policies that promise to be equally as far-reaching

in their effects upon the present marketing system and the agricultural industry; and is asking the cooperation and support of executive branches of the government and the land-grant colleges in the several states in carrying out its program, therefore

BE IT RESOLVED, that the Oregon State Agricultural College, an educational institution for special service to the agricultural industry of Oregon, herewith presents the following statement of its position.

STATEMENT

Recognizing the Agricultural Marketing Act (approved June 15, 1929) as an expression of the policy of the United States government toward agriculture, the Oregon State Agricultural College will seek for the farmers of Oregon the fullest measure of benefit that can accrue to them under the provisions of the Act.

The College believes in the principle of large-scale cooperative marketing associations owned and controlled by agricultural producers.

There are 100 separate cooperative marketing associations in Oregon. Many of these associations need to reorganize. Some of them need to federate with other generally similar organizations in local, regional, or national association. The Agricultural Marketing Act and the program of the Federal Farm Board will give an impetus to such activities. The desire to receive benefits under the Federal Act probably will lead to both sound and unsound development. It is necessary, therefore, that the College make available information in regard to sound principles and practices in cooperative organization and administration. The cooperative movement can progress no faster than trained leadership and informed members will permit. Because of the present rapid development of cooperative business enterprises on a large scale, it is imperative that much educational work be done immediately.

For many years for College has assisted the farmers of the state in the solution of their marketing problems, cooperative and otherwise. It will continue to do so and will aid in developing sound plans for local, regional or national cooperative organizations. It will not, however, lend its official encouragement to such organizations when it deems them unsound or likely to be unsuccessful for any other reason. It will continue to assist in developing a well-balanced agriculture, disseminate outlook, price and market information, methods, and otherwise aid farmers and groups of farmers in improving their economic position. It will extend all these activities and services as rapidly as its resources will permit in order to meet increasing demands.

Early in 1929 it became apparent that the increasing demand for marketing work appropriately within the field of the Extension Service,

which was being stimulated by the Federal Farm Board, was greater than could be handled by one specialist. Under the direction of President Kerr, Director Maris and Mr. Gatlin prepared a brief for presentation to the State Board of Higher Education. The Board approved an appropriation of $14,000 to employ two additional specialists and presented the request to the State Board of Control. This board, in turn, approved the emergency appropriation. With these funds, J. H. Tull was employed as the second marketing specialist and reported for duty on May 22, 1930. Later developments caused some change in plans and a second specialist was not employed, the unused portion of the appropriation being returned to the State.

From this time there was unprecedented activity in marketing education. Mr. Gatlin remained as leader of the project for 6½ years, until June, 1934. During that time he assisted in organizing or reorganizing 120 marketing associations, or one-half the cooperatives operating in Oregon at that time. He had attended 500 meetings for discussion of agricultural marketing. Among the outstanding overall influences of Mr. Gatlin as leader of this project was a revision of the Oregon cooperative law. This was accomplished in cooperation with the officers of the Oregon Cooperative Council.

The Director, Paul V. Maris, originally proposed organization of the Oregon Cooperative Council at the time of the Marketing Conference held at the Oregon Agricultural College in June, 1921. This organization was set up within the year and constitutes a federation of agencies devoted to the development of commodity cooperative marketing in the State. An Extension specialist has served as secretary nearly every year. This Council has

provided a very effective means of keeping close contact with the problems of the marketing associations and for coordinating efforts toward improvement of the cooperative climate.

As a result of this revision of the basic law, specialists worked out a more or less uniform or standard setup for cooperative associations which became known as the Oregon Plan. During Mr. Gatlin's tenure, more than 75 associations were organized or reorganized on the basis of the new law.

Mr. Gatlin was named secretary-treasurer of the Oregon Cooperative Council, which position he held throughout his tenure. The council was strengthened and became a model of like associations in more than a dozen states. At the time Mr. Gatlin resigned there were 41 member organizations in the Council representing 25,000 farmer members. In 1929, the specialist helped organize the National Cooperative Council. The Oregon Cooperative Council was a member of the National Council from the beginning and has been an important factor in policy making and other activities of the national group.

One feature of the tenure of specialist Gatlin was organization of numerous trade associations. Groups that desired to form cooperative business organizations or trade associations where prospects for success were uncertain or not matured, found the trade association a helpful device. The members learned to work together and developed more accurate analysis of the advantages and limitations of cooperative efforts. Many important marketing advancements of his time were substantially serviced by Mr. Gatlin. One was the Interstate Associated Creameries, an organization of

cooperative creameries set up to market their surplus butter in California. This sales agency was first organized with only two member associations, which number soon was increased to eight.

In the counties, county agents were active in assisting to organize the dairy cooperatives which later became members of Interstate Associated Creameries. This sales agency turned out to be a fully successful enterprise. It operated until April, 1945. During and after World War II, population increase and changes in the dairy trade were such that the Oregon creameries had little surplus butter to market outside the state. It turned the residue of its business over to the United Dairymen's Association of Seattle.

The second major marketing enterprise of this period which was substantially shaped by the Extension Service was the organization of the Oregon Turkey Growers, a cooperative composed of local associations at Roseburg, Redmond, Hermiston and Medford. Prior to this time a good number of growers in eastern Oregon had marketed through an Idaho association. Later the Oregon Turkey Growers became a member of the Northwestern Turkey Association, a regional agency of the western states, with headquarters in Salt Lake City. F. L. Ballard, County Agent Leader, gave considerable time to the organization of the Northwestern Association, serving on the organization committee.

Largely as a result of the Extension specialist's work, the three large federations of dairy co-ops in Washington, California and Oregon were enabled to maintain their individual identities and at the same time maintain business relationships with the Federal Farm Board. For a time the Board was urging one single federation for the Pacific Coast.

During this period the specialists and the county agents in the Willamette Valley counties were very active in advancing the organization plans of dairymen forming the Dairy Cooperative Association. It still continues as a dominant dairy products marketing organization of the state.

At that time there also was a strong movement toward organization of farmers' gasoline and oil companies. Twenty were established, all except one assisted in their planning by the Extension Service. This period also saw the organization of the North Pacific Canners and Packers, Inc., a federation acting as sales agent for cooperative canneries in Oregon and Washington. This organization was effectively serviced by the Extension specialists. Another major marketing development was working out a general plan of organization for the North Pacific Grain Growers, composed of 60 local associations of which 14 were in Oregon.

One of the most successful accomplishments within the marketing project was the work of specialist Gatlin and county agent Walter Holt of Pendleton in guiding the organization of the Pendleton Grain Growers. On at least two occasions when it seemed that efforts toward effecting this organization were likely to be abandoned, the influences of Gatlin and Holt were largely responsible for renewal of interest and reviving organizational activities. Finally established, this organization became one of the most successful cooperatives in the state. Its marketing activities, its assistance on sound educational and promotional programs, and its purchase of equipment and supplies has reached in some helpful manner every wheat producer in Umatilla County.

Mr. Paul Carpenter succeeded Mr. Gatlin in December, 1934. Mr. Carpenter had been county agent in Polk and Baker Counties, and specialist in agricultural economics on the Montana Extension staff. This change in personnel resulted in some change in emphasis. One operating policy change under Mr. Carpenter was a broadening of the use of institutional resources by developing the collaboration of various of the staff technicians on marketing problems. Much attention for a time had been given to the form of organization of cooperative marketing associations. Under Mr. Carpenter, emphasis became centered upon finance, both as to capital structure and credit and market appraisal. It was evident these were becoming immediately vital problems of both cooperatives and farmers' stock companies. To depict the volume and nature of the Extension Service program in marketing, it may be well to review in some detail the first year's work of Mr. Carpenter. This work may well be considered from the standpoint of several definite phases. One was the creameries phase. In this connection, Mr. Carpenter attended six meetings of Interstate Associated Creameries with which he was working closely in an advisory way. He worked on management problems with the Central Oregon Cooperative Creamery, with the Union County Cooperative Creamery, and with the Wallowa Cooperative Creamery. In the latter instance, he assisted the directors in a reorganization of the association. He assisted directors of the Pine Eagle Cooperative Creamery and the Eugene Farmers Creamery on membership relations, changes in butter merchandising and simplifying the capital structure.

Another phase was the cannery phase. Mr. Carpenter assisted the directors of the Newbridge Cooperative Cannery on matters related to accounting and financial policy. He made a special report on this cannery to the Bank for Cooperatives to aid in liquidating a loan. Several meetings were

held with producers in the Coquille Valley relative to a cooperative cannery. Plans were submitted, but local support did not materialize in adequate strength. Assistance was rendered in setting up the LC Valley Cooperative Cannery.

Several visits were made to Douglas County in relation to a co-operative cannery there. This movement had ill-advised features resulting from promotional methods. These were brought to light and action was post-poned.

Another phase was the fruit groups phase. Assistance was rendered the directors of The Dalles cherry growers in preparation of a brief bearing on the reciprocal trade agreement with Italy which was effective in bringing about favorable adjustments. A Wasco County group of horticulturists asked for assistance in working out a merchandising plan. Also in Wasco County, the apricot growers asked for similar assistance. They organized along the lines suggested and experienced a very satisfactory marketing season. Similar service was rendered the Blue Mountain prune growers. This also was successful in improving conditions surrounding the movement of approximately 500 cars of fresh prunes. An economic analysis was made by a specialist of factors surrounding depressed pear prices. Plans were also presented to Clackamas County prune growers who hoped to improve their situation by different grading and modern packaging.

Hop marketing constituted a phase of this year's program of the specialist. The hop industry in 1935 was in bad condition. A hearing was held by the Agricultural Adjustment Administration participated in by the specialist to consider a proposed hop marketing agreement under the

Agricultural Adjustment Act. Opposition of dealers in New York stymied this plan. Four radio discussions were presented by the specialist over KOAC in an effort to clarify the exact position of the industry with respect to prospect of supply and carry-over and current and probable consumption. By mid-season, the creditors of hop interests were becoming seriously concerned. The specialist attended a meeting of these creditors in an effort to improve the situation. After a series of conferences with leaders, three meetings of hop growers were attended. The situation was given consideration and further study in Washington, D. C. by the specialist.

Another phase was livestock marketing. A close consultation position was maintained with the Wallowa Livestock Marketing Association, at the time the most successful cooperative livestock marketing service in the state. Direct country buying by packers was changing the outlook of this association.

Powell Butte farmers asked for assistance in merchandizing their surplus dairy animals. Suggestions made by the specialist did not appeal to the membership.

The Heppner Warehouse Company, a farmer-operated concern set up under the general corporation laws, failed in 1933. The warehouse had for a time one of the finest records of any such institutions in the entire state. The specialist was requested by county agent Joseph Belanger of Morrow County and by the president of the Board of Directors to meet with a reorganization committee and to work out an acceptable and feasible plan of reorganization. Two meetings were held with groups at Heppner and numerous conferences were held with individuals who are more or less familiar with

the situation and with the personalities involved. A full week was devoted to drafting and redrafting a reorganization plan. This plan was approved by the reorganization committee. At the close of the year, not all of the interested creditor-growers had consented to the plan. In case of failure to accept, however, it was reported that the capital structure suggested undoubtedly would be accepted in principle and that the property for 1936 very likely would again come under grower control.

All units of the North Pacific Grain Growers, Inc., operating in Oregon were audited by the Farm Credit Administration Bank for Cooperatives, Division of Cooperatives Research. The College entered into a cooperative project and committed itself to a supervisory relationship in connection with the audit or survey, and to doing the later educational work. The specialist worked with the Farm Credit Administration fieldman to the end that appropriate connections in the field were made.

Another phase was fluid milk marketing. In response to requests from Pendleton dairymen, time was given to studying the possibility of a milk merchandising cooperative there. After examination of the situation, agreement was reached that the plan was impracticable. Another phase was wool. Close consultation relationships prevailed with the management of the Pacific Cooperative Wool Growers. A doubtful proposal for a county wool pool in Douglas County was discouraged. Another phase was marketing agreements. Reference has been made in connection with the proposed marketing agreements to cover hops. Suggested marketing agreements were discussed in connection with butter, wheat and pears. The specialist also participated in discussions of a potato marketing control program being presented by the Agricultural Adjustment Administration for the Northwest.

About three weeks of time were devoted to a study of the servicing of the Pacific Coast walnut marketing agreement. This agreement was put into effect the fall of 1934. In 1935, nothing less than a revolt occurred among Oregon growers. The situation became so bad that the Agricultural Adjustment Administration, the Walnut Control Board at Los Angeles, the North Pacific Nut Growers Cooperative, the Oregon Nut Growers, Inc., and several individual growers requested the College to investigate the situation and to make recommendations leading to better functioning of the marketing agreement in Oregon.

One full week was devoted to interviewing growers on their own places. One protest meeting with attendance of 250 was addressed at Newberg. The Agricultural Adjustment Administration hearing of September 20, in Portland, was not attended because it did not seem wise to subject an investigator to cross-examination prior to the conclusion of the investigation. Numerous conferences with staff people were held at Corvallis on the walnut marketing agreement muddle. Upon request of the administration, Dean W. A. Schoenfeld arranged for grower polls at three Willamette Valley points for approval or disapproval of the agreement renewal. The specialist attended all of these meetings and presided at two of them.

A market agreement conference held at Berkeley, California, was attended. A group of Extension workers was called together immediately after this general conference and plans laid for more effective educational work in connection with marketing agreements, especially with regard to the walnut agreement. The specialist was in Washington, D. C., November 18-23, primarily in connection with the walnut agreement. A total of eight meetings relating to this agreement were attended.

Under the general marketing services phase, one radio discussion was presented over KOAC under the title Go All The Way. This was a suggestion that markets be studied by growers who were members of marketing organizations. The specialist served as a member of a package study committee set up by the Portland Chamber of Commerce.

Considerable time was devoted to the farm supply associations. A close consulting relationship was established with Charles Baker, secretary of the Pacific Supply Cooperative. Farmers' oil companies in Tangent, Wasco, Enterprise, and St. Helens were assisted in rearranging their financial structures. The Polk County Farmers Union warehouse reorganized according to a plan presented by specialist Carpenter. Plans for a local flour mill at Mulino and the Coos Bay Lime Association were developed but not carried through to conclusion. Five cooperative associations requested the College to make a survey of the need for the possibilities of setting up a joint feed purchase manufacturing and distributing enterprise to include the five. Owing to pressures on the specialist, a field worker was engaged to do the necessary work under the supervision of the specialist.

The Agricultural Adjustment Administration asked the Extension Service to cooperate in a compilation and analysis of material covering the agricultural resources of Oregon. Specialist Carpenter supervised the compilation of data on livestock, dairy products, potatoes, wheat, grain and forage resources. Specialists met with seven committees in preparation for a series of county outlook conferences. In addition, county agents and local leaders were met in nine counties in this connection, and the specialist attended a meeting of Federal workers involved in this project at the University of California. The specialist served as regional supervisor for

this activity in a group of five counties. Six radio discussions of principles of marketing were presented over radio station KOAC. Six meetings of the Oregon Cooperative Council were attended, the specialist having definite participation in each. The Oregon Baby Chick Association was assisted in reorganizing.

Most of the work involved in bringing the directory of cooperative associations in Oregon up to date was completed in this first year. One full week was devoted to drafting a plan for grazing associations cooperating with the grazing service of the Department of Interior. Eight cooperative associations were serviced when the Public Utilities Commissioner reversed the stand of his predecessors relative to exempting motor trucks of cooperating associations from Oregon license fees. The rights of the associations were clarified. Many days were devoted to Federal income tax situations of cooperative associations. Directions were given 25 of these associations as to what they must do in order not to jeopardize their exemption status or to obtain exemption status in case it had not been granted or had been suspended. Preparations were made during the year for a radio course in cooperative accounting to be presented over KOAC in 1936.

Similarly, heavy schedules and activity prevailed during the next six years of specialist Carpenter's tenure. In February, 1941, Clifford L. Smith, formerly county agent in Clatsop County and later state supervisor of the Farm Security Administration, was appointed a marketing specialist. He was transferred to Assistant County Agent Leader in September of that year and was succeeded by H. G. Avery who had been for 19 years county agent in Union County and for a time manager of the Blue Mountain Seed Growers Association.

From its inception the marketing service of the Extension Service had featured cooperative organization--assistance to established cooperatives and assistance to the farmers at times in organizing additional ones. More often, rendering assistance in discouraging ill-advised attempts at cooperative organization, assistance in internal management, and member relations were strong features of the program.

With the addition of a second specialist, intention was to give more emphasis to business administration than to cooperative organization. By this time the cooperative movement in the state had reached a substantial line and relatively few cooperative enterprises were being organized.

Progress under this adjusted concept was retarded by the emergency situation resulting from World War II. Every county organized a county transportation committee and the marketing specialists were detached from their routine program to serve these committees. In fact, during the war about half the time of Specialist Carpenter was devoted to transportation problems in cooperation with the Office of Defense Transportation. For all practical purposes, the Extension Service guided the peculiarly difficult agricultural programs and services of this organization in Oregon. The policies and services developed extended beyond Oregon into Washington and into northern California as far south as San Francisco. A leaflet prepared by Specialist Carpenter on farm transportation was used and distributed by every defense transportation office in the United States. To develop this leaflet it was necessary to get approval of the Interstate Commerce Commission, Oregon Public Utilities Commissioner, the Secretary of State, and State Police. As a wartime measure, a neighborhood leader program was set up to combat inflation. Specialist Avery gave 15 percent of his time to this emergency project.

Nevertheless, articles of association and by-laws were drawn for 20 cooperative organizations during 1943. Specialist Avery made a careful study of the operations of the five functioning livestock marketing cooperatives. These were the county associations for Wallowa, Baker, Union, Coos and Lake. Many other cooperatives were added upon request during the year. Cooperatives serviced and nature of the service performed is as follows:

Agricultural Cooperative Council of Oregon (formerly Oregon Cooperative Council)	Secretary-Treasurer Service
Baker County Livestock Marketing Association	Tax information Assistance at annual meeting Marketing information
Blue Mountain Livestock Association	Tax and market information Transportation assistance
Challenge Cream and Butter Assn. (LA)	Public relations
Coos Bay Livestock Packing Co-op	Proposal only
Coos County Marketing Association	Tax and market information Transportation assistance
Coos-Curry Feed Cooperative	Organization setup
Corvallis Farmers Union	Organization setup
Crook County Cooperative Warehouse	Assistance at annual meeting
Dairy Cooperative Association	Public relations
Deer Creek Grazing Association	Reorganization
Eugene Farmers Creamery	Tax status--reorganization plan
Farmers Cooperative Creamery, Payette, Idaho	Reorganization
Farmers Union Warehouse, Salem	Reorganization
Goat Dairies Cooperative	Organization setup, operations
Grange Feed and Supply Co-op	Organization setup
Grange Service Co-op	Organization setup
Hermiston Cooperative Cannery and Laundry	Reorganization, factionalism
Interstate Associated Creameries	Membership policy

Lake County Marketing Association	Tax and market information
Lakeview Farmers Co-op	Organization setup, operations
Lincoln Dairy Co-op	Reorganization
National Council of Farmer Cooperatives	The role of State Councils
Oregon Dairymen's Association	Policies and program
Oregon Fiber Flax Association	Organization setup
Oregon Horticultural Society	Incorporation
Oregon Livestock Cooperative	Seed marketing policy, supply operations
Oregon Nut Marketing Committee	Industry analysis
Oregon State Farmers Union	Check-off and reserve policies
Oregon State Grange	Cooperative policies
Oyster Farmers Service Association	Factionalism and litigation
Pacific Horse Control Association	Oreganization setup
Pacific Supply Cooperative	Seed marketing policies, supply operations
Pine-Eagle Dairymen's Cooperative Assn.	Liquidation plans
Pumpkin Ridge Cherry Growers	Tax information
Rogue Valley Dairymen's Cooperative Assn.	Organization setup
Sunshine Creamery	Reorganization
Tillamook County Creamery Association	Reorganization Membership relations
Union County Grain Growers	Tax information
Wallowa County Creamery Association	Equities, reserves, distribution
Wallowa County Grain Growers Association	Organization setup Accounting
Wallowa Livestock Marketing Association	Marketing policy Market and tax information Organization policy
Washington County Labor Sponsoring Assn.	Organization setup
Washington Cooperative Council	Budget plans

Western Nut Growers Association	Reorganization
Yamhill County Artificial Insemination Association	Reorganization

In 1946, Congress passed the Agricultural Marketing Act for the purpose of providing additional work on marketing principles which it was believed could not fail to motivate improvements in market practice. Certain of the funds thus provided were designated for distribution to the States for the employment of marketing specialists. Certain of these funds were made available to the Extension Service and some were allotted to the State Department of Agriculture. In Oregon, legislation passed at the time of the establishment of the State Department of Agriculture had established the responsibility for marketing education in the State College; therefore, these funds became available to the Extension Service. Distribution of these funds did not follow the Smith-Lever pattern but, instead, was made on the basis of single approved projects for which the state agency provided half the total cost.

This act made Extension's responsibility in marketing more specific. The language of the act stated: Marketing educational and demonstration work hereunto in cooperation with the States shall be done in cooperation with the state Agricultural Extension Service. Under this act the scope of educational effort in marketing was greatly broadened. When Extension first became involved in efforts to assist the farmer's marketing problems, many marketing services were then performed by the farmer himself. The rapid increase in cooperative marketing associations was one of the steps taken by the farmers.

By the time of the passage of the Agricultural Marketing Act of 1946, many new services had been added to the marketing complex. Most of these are not performed by the farm people. Some of the more common of these marketing functions include the assembly of raw products, grading, transporting, processing, packaging, storing, risk taking, exchange of ownership, pricing, credit and financing, distribution and merchandising. While many farmers through their cooperatives have continued involvement with the entire marketing process, they act for only a part of the volume with which the farmer has a distinct interest throughout the process. It had become plain that solving marketing, distribution and utilization problems required working with local marketing firms, processors, the transportation industry, and even with retailers and wholesalers and the consumers.

A committee of administrators representing all the State Extension Services of the country was appointed to study the potential disclosed by the Marketing Act. This committee defined Extension's responsibilities as follows:

1. Providing information to 4½ million farmers to help them with decisions as to what, when, where and how to market their products. This will include consideration of the role of cooperatives in the improvement of agricultural marketing.
2. Helping more than one million firms to increase their efficiency and to improve their products through the use of research results. These firms have both economic and technical problems. Every kind of skill or knowledge included in the traditional Extension staff, plus many others, will be needed to help solve these problems.

3. Providing consumer families with information about quality, quantity, grades, supplies, and price of goods, to help them decide what agricultural products to buy and when to buy them.
4. Helping to develop a marketing system in which each service is performed efficiently and signals are carried quickly and accurately through the system from consumers to farmers and from farmers to consumers.
5. Encouraging adequate competition to insure gains being distributed throughout the economy.
6. Acquainting clientele with various other marketing services available to them--market news reports, facility loans, inspection services, grading services, and many others.

With funds available under the provisions of the Marketing Act, the Extension marketing staff increased rapidly. O. B. Hardy was specialist in livestock marketing, and Robert Ohling in seed marketing. Oscar Hagg was appointed specialist in dairy marketing in June, 1950. Roland Groder was appointed specialist in marketing fruits and vegetables, September 1, 1950; William Fowler, specialist in livestock marketing, June 1, 1955; Charles Fischer, specialist in poultry marketing, September 1, 1955; and Gary Sander, specialist in forest products marketing, October 1, 1955. The project in consumer education was established in November, 1954, under the direction of Dorothy Sherrill. A second consumer education specialist, Zelma Reigle, was added September 1, 1955.

In 1958, arrangements were made with the Research and Marketing Administration to establish a demonstration of Extension work with food processors. All costs during the demonstration were to be borne by the

Research and Marketing Administration. Roy Moser was brought from the Virginia Extension Service as a specialist. This work attracted such favorable attention in the food processing industry of the state that in 1961 funds were obtained from the legislature to continue this work on the usual 50-50 basis.

Except for the livestock marketing work which was suspended for budgetary reasons, this program of Extension marketing continues to the present time.

Specialist Avery resigned January 14, 1944, to become Superintendent of the Eastern Oregon Branch Experiment Station. Mr. J. C. Moore became the second marketing specialist on August 1, 1945, serving until October 1, 1948, when he was transferred to the position of conservation specialist, which position he held until his retirement from the Extension Service on April 30, 1956.

In 1954, Specialist Paul Carpenter retired under the mandate imposed by the then current interpretation of the retirement statute. He was succeeded on July 1, 1959, by Leon Garoian who had been county agent in Clackamas County for nine years and had recently completed two years of graduate work in economics at the University of Wisconsin.

Continuing service since the organization of the Oregon Cooperative Council in 1922, Mr. Garoian as senior marketing specialist served as secretary of the Council. Under Mr. Garoian, emphasis was pointed toward management for marketing enterprises, private or commercial, as well as cooperatives.

Nevertheless, the leaders in the cooperative movement continued to call upon the specialist for services, many of which, however, were in higher operational levels. Much of this work was now concerned with management and board audits and general management counseling. Last year, for example, a seminar on long-range planning for top management of fruit and vegetable processing firms in the Pacific Northwest was organized. Mr. Garoian took a leading part in the consolidation of four local seed marketing groups in Marion County. He spent considerable time with the dairy interests and assisted in setting up a federated organization including nine marketing groups in Lane and Benton Counties. He assisted in the organization of the Oregon Ryegrass Growers Association and the Multnomah County Ground Sprayers Association. He also spent some time counseling with the Pendleton Grain Growers on their swine marketing methods and with the Lower Columbia Dairy Cooperative on executive board functions and management operations.

A meeting for businessmen was a seminar for examination of Federal Trade Commission regulations. Approximately 150 businessmen from Portland and the Willamette Valley participated in this seminar. Work continued with the accountants, attorneys, bookkeepers, office managers, and plant managers through an annual conference sponsored jointly by the Pacific Northwest Chapter of Accountants, the Cooperative Council, and the Extension Service.

The vocational education system was advised on development of more adequate courses in marketing for FFA students.

Special Statewide Marketing Conference

In 1953, decision was made to give attention to livestock and meat marketing through organization of a state conference after the pattern established in the mid-20s for determination of program content, followed in 1952 by the second statewide conference, and at intervals by numerous county program conferences.

The pattern followed in these program determination conferences had proved very successful, first as an educational method, and second, by decision upon and widespread understanding of objectives to be established in the programs involving many projects. To be effective, rather rigid adherence to a succession of procedures is required. In the first place, within any subject-matter area, a committee of leaders within that area is designated. In many areas this committee should include producers and distributors and perhaps finance and transportation representatives. A second step, or perhaps more satisfactorily the first step, of the Extension Service is to analyze the area involved and the circumstances surrounding it in order to bring together the current situation, the outlook and special problems in the way of progress. The third step is to bring this resource material into the thinking of the committee, and this requires skillful direction and leadership by one experienced in this type of presentation. Before arrival at conclusions as to desirable objectives, there must be recognition of problems involved and agreement upon procedures pointing toward progress. The last step is presentation of these conclusions to a forum-type meeting of persons especially interested in the subject-matter area under consideration and others which may influence it.

As an early step in preparing for the livestock and meat marketing conference, six statewide committees were set up. These were Producers, Livestock Sellers, Packers and Wholesalers, Retailers, Labor, and Consumers. This was the first time a committee of retailers or a committee representing labor had been included in any of the Oregon program conferences. The Labor Committee was composed of those engaged in the preparation of meat for retail, all the way from the feed lot. These committees were serviced by at least one resource person from the Extension staff and often by resource persons from some other agency or some active phase of the industry. They met five or six times each during the fall months in preparation for the two-day forum-type meeting set up for early January, 1954.

Registered attendance at the conference was 300, and included evening sessions. Interest and enthusiasm were high and attendance held to a high point. A demonstration of meat cutting by a team from the National Livestock and Meat Board provided a break in the presentation of committee reports and open forum discussions on the first day. Another break in the discussion period was an appropriate educational film.

One result of the conference was establishment of a permanent Oregon Livestock and Meat Marketing Committee of about 20 leaders, including representation from each of the six conference committees. One of the early accomplishments of this statewide conference was attaining passage of legislation calling for a system of state inspection of all slaughterhouse processes.

The findings of the conference were discussed by Extension specialists and county Extension agents with 30 county or regional livestock

associations, and in 25 of these counties decision was made to organize within the county for presentation and local consideration of the conclusions developed at the state conference. Out-of-state representatives were so impressed by the procedures involved in the state conference that the Extension Service of the University of California immediately set plans in motion for a similar event in that state; and Jay Taylor, then President of the American National Livestock Association, with a committee visited Washington, D. C. to request the Federal Extension Service to assist in organizing similar events in other Western States. Little, if any, progress was made on this request, however.

Land Use Planning

In 1940 the Extension Service established cooperation with the Bureau of Agricultural Economics of the United States Department of Agriculture on a program of land use planning--a national movement under leadership of the Bureau. On July 1, 1940, two members of the staff were designated as Extension specialists in land use planning. Under this process, committees of local people in consultation with technically-trained representatives of state and federal agencies sought to determine the most desirable long-time uses for land which would result in stable and permanent agriculture and at the same time make provision for recreational uses, including game and fish conservation and development, and maintenance of the state's timber resource which amounted to approximately one-fifth of merchantable standing timber in the United States. A land use planning committee of farmers was established in every county. In Oregon, membership on these committees was confined to farmers, excluding technicians of state and federal agencies. It was the theory that representatives of these agencies

would be called upon a needed as consultants. A state land use committee of farmers was established. This committee included representatives of some state and federal agencies and the Director of the Extension Service was chairman and staff representative of the Bureau of Agriculture served as secretary.

Planning within the counties was set up under three classifications. The first included Clatsop, Coos and Gilliam Counties, where detailed planning was carried on in every community and the community recommendations coordinated into a county report. A second classification included eight counties--Baker, Benton, Columbia, Deschutes, Jackson, Lake, Lincoln, and Sherman. The same process was established as in the first classification but was not as far advanced because of the time element. The remaining counties were classified as preparatory counties in which only a few community studies were started. An important phase of this work when war preparations became necessary was preparation for the Secretary of Agriculture, at his request, of an Oregon land use program to meet the impacts of war and national defense. Every one of the 36 counties made a contribution to this report. Several of these county land use committees are still active as a sub-committee of the planning council.

One of the first statewide activities of the Extension Service following the War was initiation of another series of county agricultural planning conferences--the fifth series since establishment of this Extension method in the middle '20s. This series was started in 1946 and completed in 1948, except in Grant County in which conditions required different procedures.

The procedure followed in preparation for these conferences was similar to that followed in preceding series. An initial meeting of a small group of leaders was arranged by the county Extension agent. A committee for each of the major farm interests was decided on and appointments made. Subsequently each committee met usually several times to consider the situation within its field and to draft a report. Extension specialists participated in the initial committee meetings where requested. It was believed significant in educational advancement as a result of this method that many of the committees functioned independently in a very satisfactory manner without calling on technicians as in the past. The county conference then was set up as a one-day public meeting, widely specialized, at which time committee reports were presented by the chairmen. Interest in this procedure continued at a high point and attendance at the one-day conference meetings ranged from 68 to several hundred. In 26 of the counties, the committee reports were combined into a master report either printed or mimeographed. These generally were widely distributed. They served as a valuable guide for establishing post-war agricultural objectives and were very valuable to the flood of newcomers who came to the state following the War.

This series of county planning conferences stimulated organization of county planning councils. Nine such councils had already been established but as a result of the need which became apparent in the planning procedures, 19 councils were organized in 1948 and preparatory work aimed toward later organization was initiated in eight counties.

In most of the counties the council was formed around the committees that functioned in connection with the last agricultural planning conference. Membership ranged from 9 to 25 members.

POST-WAR EXPANSION AND THE LAST TEN YEARS

The last ten years of this 50-year period was marked by many evidences of maturity. After the emergencies of the depression and World War II and their succeeding post-period re-adjustments, the atmosphere in which Extension was now working brought out many indications of stability as a contrast to the earlier periods. The energies of Extension Administration were no longer extensively expended in maintaining what may be called political support. It had been 20 years since the continuation of cooperation had been an issue in any county, except one temporarily and continuously increasing grants had been extended by the Legislature. Questions of program, or what to do, had greatly clarified. Methods of program decision, although not 100 percent perfect, had reached an effectiveness which aided greatly. Selection of program features was now necessary from a long list of appropriate activities advanced by the people served. These appropriate activities included many in the economic and social fields as well as in technology and skills. It was common experience in the counties to encounter enthusasism and agreement upon more projects than could be immediately financed notwithstanding continuously expanding budgets. Administration was forced to apply the brakes where persuasion was formerly necessary.

Although no measurements are possible, it was plain from long experience that the educational level of the Extension clientele had moved upward substantially in the last 25 or 30 years. Likewise, the levels of

competence of Extension staff members as Extension teachers had moved upward. This was evidenced by increased educational training experienced by a substantial proportion of the staff and improvements in the particular skills acquired for dealing with voluntary audiences. During this period all the district supervisors or state agents, as the Oregon term was, were required to earn their master's degrees. Sabbatical leaves were granted for this purpose.

It was now becoming clear that the policies and methods followed in off-campus teaching of agricultural and home economics and related subjects were effective in other academic disciplines. In fact, these methods could be successfully employed in nearly every subject matter field. This tended to bring additional pressures for work to the Extension staff as common interest groups requesting additional Extension help continuously increased. By this time, there was, for example, little difference between problems of the rural home and the urban home. Consequently, women in the urban setting were asking for the same subject matter that was being developed in the rural scene. 4-H Club enrollment was increasing among rural non-farm and urban youth. In fact, recently, the Oregon 4-H Club enrollment has been about one-third rural, one-third rural non-farm, and one-third urban. This has tended, of course, to widen the educational projects in the 4-H program.

During the ten years, the Oregon Extension budget increased from $1,841,361 to $3,384,352, and professional personnel increased from 203 to 254. The budget had reached the million dollar level July 1, 1947.

1952 Statewide Agricultural Conference

In 1951, decision was made to organize a statewide agricultural program conference after the pattern of the one held in 1924 which had proved so effective in shaping the State's agriculture. Now new conditions prevailed and it seemed timely to again examine the State's position, reviewing significant recent developments and making an effort to predict future results of current trends. The purpose was to examine these interests in cooperation with experienced producers, homemakers and distributors. As in 1924, it was planned to blend these experiences with the much greater volume of technical information now available from State, Federal and private agencies; and, in a series of discussions, endeavor to arrive at conclusions that were within workable range of educational effort and implementation. It was hoped this procedure would set up directions, guideposts and goals, or objectives, which could be the basis for much of the work of the general farm organizations, the commodity organizations, the increasing bank agricultural staffs, the press, the Experiment Station, and of course serve as the basis for many Extension programs.

This conference differed from the original held in 1924 mainly in the institutional procedures of a statewide citizens' committee. This committee was made up of the following:

C. H. Armstrong, State Parks Superintendent, State Highway Commission
Judge Garnet Barratt, Morrow County Court
J. E. Blinkhorn, Agricultural Field Representative, First National Bank
Philip N. Bladine, Editor, The Telephone Register, McMinnville
LaSelle E. Coles, Ochoco Irrigation District
Marshall N. Dana, Representative, United States National Bank
Curtiss M. Everts, Jr., Director, Division of Sanitation and Engineering, State Board of Health
E. R. Fatland, Automotive Retil, Condon
James Hill, Jr., Manager, Pendleton Grain Growers, Inc.
Walter A. Holt, General Manager, Pacific International Livestock Exposition
E. Harvey Miller, Chairman, State PMA Committee

Kenneth C. Miller, General Industrial & Agricultural Agent, S.P.&S. Railway Company
Wade Newbegin, General Manager, R. M. Wade & Co.
Charles A. Nish, Cannon Beach
Ivan E. Oakes, Executive Secretary, Willamette River Basin Commission
A. K. Parker, Manager, First National Bank of Portland
Senator Paul L. Patterson, Patterson & Bush
George L. Penrose, Agricultural Agent, Union Pacific Railroad Company
E. L. Peterson, Director, State Department of Agriculture
Dr. Rex Putnam, Superintendent of Public Instruction
Kenneth W. Sawyer, Manager, Agricultural Department, Portland Chamber of Commerce
Philip W. Schneider, Director, State Game Commission
Edgar Smith, President, Portland Chamber of Commerce
W. B. Snider, Jones Ranch, Paisley
Burt K. Snyder, Lakeview
Charles A. Sprague, Editor, Oregon Statesman, Salem
Chester K. Sterrett, Manager, Industries Department, Portland Chamber of Commerce
Charles E. Stricklin, State Engineer
R. B. Taylor, Rancher, Adams
John E. Trunk, General Manager, Northwest Nut Growers
R. A. Ward, General Manager, Pacific Wool Growers

In consultation with this state overall committee, eleven special-interest committees were set up. These were: Dairy, Farm Crops, Farm Forestry, Fur Farming, Horticulture, Land Economics, Livestock, Poultry, Rural Life (home and other sociological areas), Soil and Water, Specialty Crops. Within a six-month period, in the fall of 1952 and winter of 1953, these committees held from three to eight or ten meetings. One result of these meetings was establishment of about 30 subcommittees to look into special areas within the broader interest pattern.

The conference forum-type meeting for consideration of reports of these committees was scheduled March 27, 28 and 29. Attendance, representing nearly every county in Oregon, was 784. Each of the committees finally agreed upon an appropriate range of conclusions which were printed in a special series of bulletins designated as Oregon Agriculture. The twelfth, or overall committee report, was never published.

The influence of this conference was far-reaching, but probably not as spectacular in results as was the case following 1924. However, pressure of on-going programs broadening rapidly in their requirements during this period have prevented a post-conference evaluation as made following the 1924 event. Now, nine years have elapsed and perhaps an evaluation yet would be worthwhile, even though the results might be beclouded by the influence of other factors.

An evidence of maturity in Extension was the relationship now established to other state and Federal agencies which were responsible for programs in agricultural or rural affairs and to frequent professional staffs of private business organizations. When established in 1914 under impetus of the Smith-Lever Law, the Extension Service was the only agency of consequence involved in educational programs for the rural people. Gradually, through the years, but under particular emphasis in the first years of the Roosevelt administration, other agencies were established, some of which included elements that were a duplication of greater or less portions of the Extension program.

The first experiences in sharing the field had resulted from passage of the Smith-Hughes Act of 1917 under the terms of which Federal funds were made available through State Departments of Education for establishing vocational training, including agriculture and home economics, in the high schools. Certain provisions were made for organization of classes for adults. Thus there were two groups teaching in the same subject matter fields. This created some confusion and conflict in some of the states, but to no important degree in Oregon. Extension Administration was anxious that the subject matter taught by the two forces should be uniform in character and

Extension specialists worked closely with the Smith-Hughes instructors on subject matter principles and their interpretation. On one or two occasions, Smith-Hughes officials ruled that high school students in agriculture and home economics should not be members of 4-H Clubs because of fear of dilution of the Future Farmers of America and Future Homemakers groups which grow out of the Smith-Hughes program. This rule was not widely accepted in Oregon by the school authorities to which Smith-Hughes instructors are locally responsible and therefore failed acceptance as a broad general policy.

New divisions were established in the United States Department of Agriculture under the Roosevelt administration when the term New Deal was first widely and quite popularly attached to many enterprises. The first was the Agricultural Adjustment Administration aimed first toward reduction in wheat acreage and reduction in corn acreage and swine numbers. This was declared unconstitutional by the Supreme Court and was followed by the Soil Conservation and Domestic Allotment Act with much the same objectives but different terminology and methods. Both of these acts depended heavily upon the Extension staffs for their explanation and in the beginning heavy demands were lodged upon the Extension people to assist farmers to organize for participation and receipt of any of the benefits they could decide fitted their particular situation. As explained elsewhere, the Agricultural Adjustment Administration made a temporary allotment of funds to the Extension Services for added personnel and other increased expenses needed for this procedure.

Under the Soil Conservation and Domestic Allotment Act, payments were made to farmers for approved conservation practices. Provision was made

for advisory committees of the Experiment Station and Extension Service to advise the appointed and elected administrators of the Act to base their payment programs upon sound technology. Each county had an elected Farmers Committee to handle local administration of some details of the Act. A state committee of farmers was appointed by the Secretary of Agriculture to administer the Act and the law required the Extension Director to serve as a member of this committee. In most states, this latter position was unfortunately regarded rather lightly by Extension. In some states there was conflict on the agricultural technology accepted for payment programs and more unfortunately perhaps was the too common lack of contact between the forces of the Federal Act and the Extension Service. This situation did not prevail in Oregon, however, as relationships have been close and mutually satisfactory from the first.

The membership of the state committee was appointed upon ~~index~~ requested nomination to membership by the Associate Director of Extension. The main executive officer, N. C. Donaldson, until time of appointment as county agent in Wallowa County, was appointed upon recommendation of the Associate Director. Members of this state committee, continuing as the Act was superseded by Production and Marketing Administration and then by the Soil Conservation and Domestic Allotment Act, served a longer term in that capacity then in any other state and Mr. Donaldson continued as executive officer longer than his counterpart in any other state. The Oregon Extension Service took seriously the requirement that the Director of Extension or his representative serve on the state committee. This close relationship has existed up to the present time. F. L. Ballard, W. L. Teutsch, C. W. Smith, and J. R. Beck all served regularly in turn as representative of the Director. Largely because of this close relationship the conservation

payments have been based on sound technology for conditions in Oregon and the substantial forces of the staff of the Act resulted in greatly accelerated accomplishment in many fields for a long time and still advocated in the various Extension programs.

Another of the New Deal agencies in the Department of Agriculture was the Resettlement Administration, later the Farm Home Administration. Under the terms of this act, cash loans were available to farm families who could not obtain credit elsewhere. Such loans were to be contigent upon an approved farm and home plan that were subject to supervision. Early enthusiasms were ambitious. These included an agricultural representative and a home demonstration agent in every agricultural county. This organization developed most of its clientele in the southern states and on the whole did not expand to a point comparable with early ambitions. Qualified personnel for county technical representatives were not available in such large numbers. In Oregon, agreement was made between the administrators of the Act and the Extension Service for much of the educational work among the borrowers to be handled by the Extension Service as a part of its general program and without the intense supervision first established. Offices of the administrators of the act were first located on the campus of the College.

Still another New Deal agency was the Rural Electrification Administration set up to handle loans to rural organizations set up to bring electric power to regions not then effectively supplied. This organization called upon the Extension Service for assistance from its specialists and in Oregon has met with a fair amount of success in bringing electric power to locations which needed it and in some cases it has had a marked influence upon electric power rates.

The Soil Erosion Service was organized as an organic division of the Department of Interior. Its purpose was to prevent loss of soil mainly by water and wind erosion. This work was transferred in a short time to the Department of Agriculture under the name Soil Conservation Service. It was heavily financed and immediately developed a large staff. It established one of the largest and most skilled information or publicity divisions ever to be assembled in the Department of Agriculture. The statistical totals of the soil loss developed by Dr. Hugh Bennett, first administrator, were impressive. The large staff of the Soil Conservation Service immediately fanned over the United States establishing demonstrations of erosion control all the way from individual farm units up to regional bases and water shed areas. Much of this work was agronomic and much of it was a direct duplication of the Extension programs. This created much uneasiness among Extension administrators and often direct conflict between field technicians, which was conducive to strained relationships at the higher levels.

It seems a fact that if the Extension Services of the country had met more completely their opportunity for aggressive programs in this field, or in plainer words if they had occupied the field effectively, there would have been little likelihood of this duplication.

There was no doubt that departmental or even higher level politics entered into this situation. It seems clear that some of the early leaders in advancing the Soil Conservation Service believed that it would absorb many of the functions of the Extension Service. There was in some circles the thought that the tremendous reservoir of good will resulting from successful educational and action work should be funneled directly to the Administration at the national level and not be diluted by sharing credit

with the land grant institutions which often were administered by regents and trustees of differing political philosophies.

Duplication of services has continued and exists at the present time. Early in its period of policy establishment, the Soil Conservation Service developed the plan of soil conservation districts. Under this plan, farms in a neighborhood, a county, or a region would organize a non-taxing levying association for soil improvement, electing a board of supervisors. This board would then negotiate with the state or regional representatives of the Soil Conservation Service for the assignment of technicians to work on an improvement program. This program usually, but not always, had been publicized in the considerations involved in the legal steps toward organization. Because of conflict among the works of the county Extension agents and activities of these Soil Conservation Service technicians, much confusion, waste, and sometimes antagonism had developed. There have been instances of conflict between organized groups, one supporting the Extension program and the other the District program. The fact that the Soil Conservation Service technicians require no local financial support has been an influence on the resolution of some of these conflicts.

In order to create the appearance more theoretical than real that the Soil Conservation Service program is locally administered, the Department of Agriculture sent to every state a model Soil Conservation law and asked for its passage. Under this proposed statute, a state committee of farmers and officials was established to speak for the state and the districts on the entire matter of Soil Conservation.

Either this model law, or one much similar, was eventually passed in all the states. One result was the building of another powerful national organization of farmers which currently is making strong attempts to become the most powerful of the national organizations of farmers. This is the National Association of Soil Conservation District Supervisors. The procedures followed by the Soil Conservation District Supervisors were similar to those which resulted in the powerful American Farm Bureau Federation. As soon as a reasonable number of districts organized in each state, they formed a state association; and the next step, as such matters so easily develop, was an association or federation of the state associations.

This new national farmers organization tends, at each annual meeting, to broaden its objectives, which in turn influences the local and state associations and their component individual districts. While a big point has been made in publicity regarding farmers administrations of the districts, these have been up to the present time rather empty phrases. Work of the district technicians employed by the Soil Conservation Service has been retained very ridigly under the administration of the Service. This establishes quite an effective control of a national farm organization by the Department of Agriculture, one of the objectives of a good number of politically oriented leaders of the early days of the organization.

Despite duplications in objectives, which have disappeared and those which are still experienced, and the confusion resulting from attempts to orientate the new agencies and the emphasis of the new programs upon established goals and methods, the Extension Service has held strong over the 25-year period. It generally adjusted patiently to the new philosophies and the new activities. The Secretary of Agriculture quite early ruled that

the educational work in and surrounding all of these new programs was the proper function of the Extension Service and urged serious attention to this responsibility. Rather competing ambitions, some intra-state conflicts, and sometimes lack of adequate time to carry this extra load, prevented an ideal functioning under this proposal.

To clarify field programs, the Department undertook to identify these agencies by the term action agencies. This did not work out well. The Extension Service had already fully qualified as an action agency. Learned leaders could not, for these programs, draw the line separating action from education.

Nevertheless, the time Extension Service was entering the last ten years, relationship had cleared greatly and smooth cooperation was the usual condition. The county Extension agent had acquired standing in the eyes of his constituents by his leadership in bringing the rural people together to gain wherever gain was in the picture from the programs of these new agencies. He had taken the lead in explaining their philosophies and in analyzing local applications. The clientele apparently preferred counseling with the county agent relatively longer established among them to contacts with the representatives of these new, strange and distant agencies. The office callers recorded by the county agents reached the highest point in history. Instead of submerging the county Extension agent, as had been feared by some administrators, he was tremendously strengthened.

By now the Extension worker was meeting still others, teaching agriculture technology in the field. Private industry that depended upon agriculture was now appreciating the values of up-to-date technology.

Separator material manufacturers and distributors, fertilizer companies, food processing plants, most of the county seed banks and others were employing trained men to demonstrate and counsel on new and improved technology. It seemed that where a few years ago it had been difficult to obtain a serious hearing on questions of improved methods, it now was impossible to fulfill the demand. Everyone charged with teaching improvements was constantly sought. It now was clear how lacking in vision and faith had been early Extension leaders. A goal of one Extension agent per county at one time quite generally an objective, or two--one man and one woman, later sometimes the goal, or even later three agents was a far distance from a correct estimate of the potential of this new departure in educational practice.

Growing programs, increasing staffs, cooperation with other agencies, and sharper competition for public funds combined to turn the thoughts of Extension administrators toward public relations, as the term is. There was agreement upon the need for clearer identification of the Extension Service in the public mind.

Extension public relations reduced to its workable components is essentially a condition, a partnership with the publics with which it has to do. It is not logically another Extension project after the manner of human nutrition or soil improvement, for example. Nor may it be regarded as a special technique. Neither is it an Extension commodity interchangable in terms of time allocation with other operational phases.

It is a clear fact that public relations cannot be a dream; it is stark reality. This latter conclusion is timely for present day considerations when it sometimes seems that we tend to project an image of what

the public should think Extension is doing without sufficient regard for what it really is and is doing.

The list of publics, or possible clientele, is a growing one. It seems a fair conclusion that the term general public has small place in Extension considerations. It seems apparent that it is a common error to think too much of the greater annonymous public and not enough in terms of the smaller compact groups which are moving forces of public opinion. The citizenry may best be viewed as a collection of many publics or common interest-based groups.

Public relations, of course, has existed either good or bad for Extension from the first day. Changes in concepts, as time went on and goals were adjusted in the light of changing conditions, have caused natural evolutionary changes in the picture that has been presented. Recent and continuing broadening of the scope of Extension, because of increasing demands upon it that grow out of its many unquestioned successes, mark this a time when public relations seems to merit special concern.

Even before many of the current complexities that now arise hand in hand with this broadening scope, public relations claimed the attention of Extension Administration to the extent that the Committee on Extension Organization and Policy set up a subcommittee in 1950 to examine this aspect of Extension work in all of its diffuse within-staff implications.

This committee of five administrators and one subject matter consultant arrived at a catalog of conclusions. Some of them proved quite surprising to the committee members themselves. These were published in 1952

by the University of California in a special report entitled Report of the Subcommittee on Public Relations. Membership of this committee included: Maude E. Wallace, Virginia; C. M. Ferguson, Ohio; H. C. Sanders, Louisiana; I. O. Schaub, North Carolina; and F. L. Ballard, Oregon, Chairman. On his retirement, Director Schaub was replaced by Associate Director Boykin of New Mexico. Upon Director Boykin's resignation from Extension he was succeeded by Associate Director Lord of Maine. L. A. Schlup, Chief, Division of Extension Information, Federal Extension Service, rendered valuable information as consultant. An important phase of the committee's work was an inventory of the public relations situation in the states. M. C. Wilson, Chief, Division of Field Studies and Training, F. E. S., organized this inventory and analyzed the data.

This committee became convinced early that many of the practices aimed toward establishment of favorable public relations commonly followed by many organizations, particularly those in commercial fields, had only slight application to the Extension Service. Intensive publicity, press agentry, spot concentrations, utilization of many catchy advertising methods and assigning public relations activities in a department or to single hands all adding up to routine techniques were characteristics of this type of public relations efforts. Extension seemed to require a very special and different management of these elements of a program, if and when they were used, and some of them would be used to a degree. It was clear that principles accepted must fit into the concepts or purposes of the organization served.

Almost every consideration of any aspect of the total question of public relations for Extension by the committee persistently led back to one base point---program.

At this point it is appropriate to examine purposes underlying public relations. A first thought is to establish good will. A second thought occurring to many is publicity--an information program designed to make the organization look important. Publicity, in the usual sense, it now seems clear, is only one element in establishing Extension public relations. Further thought reveals that promotion of good will is not the ultimate goal. High understanding should be underlying good will. Even so, good public relations should not be considered a final destination but only a pathway. The sound public relations program is directed to the end that people may be better served by a higher grade of public service that will make them better informed, theoretically happier, and it is hoped more prosperous. Public relations, in the fullest sense, then arrives at the partnership with the publics among which Extension works.

It now seems appropriate to consider definitions of public relations. The committee concluded: Extension's public relations consist of doing good work in a way which develops in the public mind appreciation for and recognition of the program.

One of the states expressed its definition as: Public relations is the tactful and wise use of a person's or a group's energy which results in better service to the people.

Because of that unique characteristic of Extension teaching, aiding to bring about measurable use of the principles taught, partnership is implied in both definitions.

When it is accepted that public relations is neither a project, method, nor commodity, but a condition of partnership, the obvious question is where or with whom lies the responsibility for building this partnership program. It seems inappropriate in light of these conclusions to lodge responsibility for public relations in a staff member corresponding to a project leader or to one functioning as a personnel officer, or in fact, in any one individual. The reasoning here is that creating public atmosphere involves every member of the Extension staff having public contact from the director through to the most recent secretary in the smallest or most distant county Extension office. The fact seems to be that Extension public relations is not a function that is extra or separate from the organization's daily work. On this thesis public relations becomes for all the staff a continuous process--a day by day way of life. Thus it becomes the reflection of the fundamental philosophy, aims, objectives, methods and accomplishments of the organization. In a broader sense, all this implies that Extension public relations involves formulation of Extension programs and policies that are identified intimately with some public interest fully experienced and expressed. Informing these publics as to Extension's job and its application to their specific interests and how well this is being accomplished, and further, developing an understanding of the whys and hows, are essential goals. Greatest responsibility must be lodged in top administration.

If Extension is to arrest the attention and hold the interest which it seeks in public relations, it must be in a position to answer the most obvious and probably first questions it meets, what and why, by presenting that it has something significant to teach. Its traditional stock in trade, as the term is, made up of appropriate coordinated sections all with defined but common denominator objectives are the main constituents of program as we

in Extension define the term. The points of emphasis among these objectives and the decisions on timely additions that vitalize the things we do, or our program, may best be arrived at, long experience has disclosed, by bringing the people into a consulting position to sift possibilities and assist in deciding which should be these particular points of emphasis. This principle was established in the early days of Extension when the first county agents in New York organized the first county farm bureaus. The leaders among the farmers were to help this new county agent to decide how he should spend his time among the farmers of that county and then to give him support.

In many modified forms in different states from that time on and including the present the identification and analysis of problems and possible solutions, or at least improvements, with representative leaders among the people to be served has been basic in Extension methods. One recalls the term Program Projection much in vogue some eight to ten years ago. This was the name applied to a national effort led by the Federal Extension Service to intensify and true up methods of Extension program making. There are varying shades of opinion on the degree of upgrading of program making methods which has resulted. There is a core of belief that while improvement has been made, the skills developed in group management, or group discussion, leading toward real partnership programs only partially reached potential.

The Committee thinking through public relations held that it had not been granted charter to canvass the detail of methods of Extension program making. It stood with full agreement upon the flat statement that a first point in establishing desired public relations is a vital program and that to achieve desired endurance the program must be one which the

people served have participated in deciding. In this case if the considerations have been well managed, there is wider understanding, a sense of responsibility for it as well, and therefore measurable help in its advancement, a strong framework for the Extension public relations condition of partnership we seek.

Even in the midst of growing demands for broadening Extension's scope these programs must continue to hold a core of up-to-the minute subject matter in the physical and biological sciences on which Extension laid the foundations for its present high position. Distribution as well as production; public policy as well as pest control; family life as well as clothing; urban adaptation of subject matter as well as rural application are examples of likely components of programs of current times. Where greatest emphasis should lie, or the program followed, is best decided in consultation with established leaders in the groups constituting Extension's immediate clientele.

No program can be strong in its public impacts unless the staff responsible for its advancement is composed of truly competent people. Extension is unique in its teaching position in that it has to do with voluntary audiences as contrasted with the usual image of a classroom or laboratory where attendance for one reason or another is a requirement. This position adds another dimension to the term competent. One may be trained to a high level in a subject matter field, and still exert slight influence upon this voluntary audience. A worker of high reputation in research may, because of an inherent application to detail, find the patience of the voluntary audience soon exhausted. One may possess all of the elements of high scholarship at a high level and still not bring his teaching down

to the comprehension of the average scholarship level of his voluntary clientele. Adaptability in human relations based on keen sensitivity to human reactions must be included in competency of Extension personnel.

Because of all of this, competence in the case of the Extension staff member requires in addition to training, certain personal characteristics, some more or less intangible, which contribute to the term personality. Therefore, an Extension staff should include persons, as far as possible, and the degree of possibility here is dependent largely upon the judgment of top administration, who in addition to being well grounded in subject matter technology, possess certain basic human qualities and a grasp of useful techniques in rendering public service. Together with this goes understanding and acceptance of the underlying philosophies, objectives, and policies of their organization. Staff members who contribute to a desired public image are also people of healthy attitudes; high morale is a basic ingredient of staff effectiveness.

The word education necessarily, from the Extension standpoint, holds an often overlooked added dimension to the common concept of the term—this is action. The Extension Services of the country would not have obtained their current high place in adult education had there not been some affirmative action following subject matter presentations that injected a great volume of the principles taught into every day usage and a consequent achievement of measurable results. More so probably than now, in the early days local supporting appropriations made by county governments required evidence of accomplishment in substantial portions of the subject matter involved in the program. If applied science is our objective, there should be some visible results from our expenditures for it, was a common position

of county officers on the matter of the local budget when county Extension Service expenditures were before them for decision.

Activating principles taught, historically one of the practical requirements in Extension, leads to the utilization of all these personal qualities in establishing leadership status. Stimulating committees or groups which actually inject into the stream of affairs useful principles taught becomes basic in the staff member's methods.

Again bearing on the importance of staff competence and capability as a public relations element is the fact that in a public service organization such as Extension, the opinion of many regarding it is formed by the impression, favorable or unfavorable, made by its representatives in only casual contacts. Notwithstanding all efforts to create a partnership with the clientele on the basis of vital, well understood and enthusiastically supported programs activated by competent staff personnel, many in all the publics will still have only a superficial knowledge of Extension purposes and results and will form opinion from their casual acquaintance with or their observance only of these agency representatives.

The committee based its deliberations upon the assumption that the county Extension programs are the core of Extension work and that by far the major function of administrators, supervisors, and specialists is to support the county Extension staffs by assisting them with program suggestions, and in turn program advancement. Another assumption was that the Extension Service is fully recognized in the parent land-grant institution as one of the three coordinate divisions of the school of agriculture with full institutional understanding and support of its role. It therefore seemed

basic that internal relations is reflected in any public relations position. Good internal relations depend upon staffwide understanding of the organization's objectives, its philosophy, its methods, every individual's full responsibility and knowledge of significant week by week developments. Since best relations with the outside publics are to such a great measure dependent upon good inside relations, any improved public relations efforts should take into consideration methods of bringing closer understanding of all the elements of team work thus heightening morale within the staff.

This points to the requirement for good inner-staff communications as contact points with the publics very largely center in the county offices. These become, in fact, the retail offices of the Extension system, branch offices of the parent land-grant institution. Adequacy of this local Extension office with respect to location, size, character of space, working equipment, and quality of secretarial assistance is a primary concern. If the work underway is a real significance, the physical surroundings should be of first grade to build appropriately favorable impressions.

For a long time the Extension Service was very much the lone operator in its designated field. In more recent years many other agencies--federal, state and regional, even commercial--find that pursuit of their objectives brings them into contact with the Extension Service in the same places and with the same audiences. Whenever there is duplication or overlapping of these services open opportunity for misunderstandings and even competition is established. Regardless of these facts of life which vary from state to state, the good will of any of the publics toward the Extension Service is enhanced when there are amiable and visibly good relations between Extension Service and occupants of the state and county centers of other

agencies conducting their programs. Good relationships may be established by bringing attention of local people to services of another agency that perhaps could aid in solving a local problem; in bringing to attention of another agency a local problem that falls within its field; bringing together representatives of several agencies that logically should collaborate in meeting a local problem; promoting public understanding of the functions and accomplishments of these other agencies. In fact, the local program of a county Extension staff may at times very well include specific cooperative activities with agencies administered outside the Extension Service.

Because favorable public relations rest so heavily upon program and as the county program is so largely the contact point, a heavy responsibility for good conditions rests upon Extension supervision. County Extension agents generally are not when employed trained in the techniques of program making and may not be sufficiently experienced quickly to grasp the possibilities which may surround them. Here is the opportunity, or better the responsibility, of supervision to give leadership and guidance to the county Extension agents in their program-making activities. The principle that administration or supervision can function effectively when there is only a moderate number for one person to direct has long been established. Overloaded supervision detracts from public relations attainment.

It was agreed that these points touched upon thus far were important. It was assumed that along with these factors contributing to a satisfactory public relations position there went, of course, an effective publicity program, using all suitable channels led by specialists trained in information methods. This publicity output, as one part only of this public relations concept, would avoid press agentry, advertising gimmicks,

and over-personalization. It could instead present new ideas, easily understandable interpretations of subject matter in both social and scientific fields, and concentrate upon major program objectives. It would be keyed to play up public participation and leadership. It would on appropriate occasion present an evaluation of accomplishment and of course from a practical standpoint would be keyed to developing support.

After a survey of the Extension Services of the country in an attempt to learn the degrees of awareness and the general status of Extension's position in public relations in the states, the committee presented special problem areas as follows. These are undoubtedly as valid now as then.

1. To establish widespread use of program-planning procedures and techniques that involve local people and insure the active participation of special interest groups.

2. To better inform top-level officials of state colleges or universities, members of county governing bodies, and members of state legislatures and the Congress, regarding Extension policies, programs, and accomplishments.

3. To better inform farm, rural non-farm, and urban people about the Extension Service--what it is, how it operates, and what it does.

4. To improve county office facilities and services.

5. To overcome unsatisfactory employment conditions, which in many states are a serious handicap in recruiting and maintaining a competent Extension staff.

6. To establish dynamic supervision.

7. To clarify and strengthen relations with federal and state agencies operating toward similar objectives.

8. To recognize the need for a short, popular name that clearly identifies the Cooperative Extension Service and its major programs throughout the nation.

The last problem apparently defies solution. After fifty years of Extension any tinkering with the name apparently is unthinkable. The term Cooperative Extension Service, however, is difficult in that it coveys no clear identification of its reason for being.

In all the considerations in and surrounding the Extension Service, the basic philosophy has been solidly established that Extension education is lodged primarily in county Extension staffs cooperatively financed from public funds and working on programs which have resulted from discussions with the rural people regarding their problems and analysis of resources available to assist in solving them. This was the philosophy which developed in each county after the first county economic conference following the state-wide agricultural program conference of the winter of 1924. This became one of the fundamental principles underlying Cooperative Extension activities in performing its function in Oregon. The Extension Service operates informally in line with the most important local needs and opportunities and with respect to both short-time and long-time matters of concern. It joins with people in helping them to (a) identify their needs, problems and opportunities; (b) analyze their resources; (c) decide and become familiar with specific methods of overcoming problems; (d) arrive at the most promising course of action in light of their own desires, resources and abilities. Administrators, supervisors and Extension specialists from the central office of the Extension Service at the College have a basic function under this concept. It is to assist these county staff members in the determination and

advancement of an educational program and to stimulate action toward its practical application to existing circumstances. Involved here are the techniques of decision marking of Extension teaching methods, of project integration, of lay leadership development and recognizing principles and procedures of both interstaff relationships and public relations.

It had long been the policy also in Oregon to reduce departmentalization within the organization by integrating projects. Under the ideal degree of integration nearly every member of the county staff would have some constructive relationship to some part of nearly every project. Progress in advancing practice of this concept under working conditions had not been rapid. The emergency work required by the depression years, the extra responsibilities, nearly all new, resulting from the newly established divisions of the Department of Agriculture, the action agencies, so-called, and the emergency activities of World War II had tended to prevent adequate leadership activity by Extension administration in developing this concept into strong operating practices.

Conditions after World War II seemed to point to the necessity of more vigorous efforts toward staff integration. It seemed likely that the number of personnel in Extension would continue to increase because it was clear that more and more people were seeking help from Extension agents for more and more purposes, and all in all, it was believed this was the proper time to revise the organization pattern and to review again program determination and educational procedures of Extension methods. By this time, it was clear that county Extension staffs large enough to meet all the requests for educational presentations asked for by the clientele would be impossible. These requests were reaching far beyond technical agriculture and technical

home economics, extending into various areas of rural sociology, including leadership training and relationships to state and international affairs and, in fact, public affairs, generally, as this might affect agriculture or rural life.

The planning for a re-evaluation of Extension processes always seemed to stem from or lead into the matter of improved staff integration. The advantages were believed to be:

1. It encourages joint support from many publics for the Extension program rather than competition for support of various segments.

2. It ties each public to the overall Extension undertaking rather than to a separated segment that may not be identified with the whole.

3. It facilitates using all resources of personnel and knowledge in meeting the needs of any one public.

4. It permits a family approach in Extension teaching.

5. It establishes a sounder basis for staff organization in the county.

6. It promotes efficiency in the use of personnel, and should reduce duplicating or overlapping activities.

7. It permits increased accomplishment by focusing concerted effort on major objectives.

Notwithstanding interruption due to World War II emergency work and some personnel problems, some progress had been made toward all of these advantages. Among steps that had been taken were:

1. Establishment of county planning councils (co-ordinated lay advisory groups.)

2. Requiring weekly staff meetings in each county having several agents.

3. Changing titles of county staff members so that all are now labeled county Extension agents rather than agricultural agent, home demonstration agent, or 4-H Club agent.

4. Designating a chairman of the staff in each county having several agents.

5. Establishing combined county budgets to replace separate budgets for each of the three lines of work.

6. Designating an Assistant Director in charge of all county personnel and budgets, and requiring that all new appointments of county staff be cleared through him.

7. Appointing a women Assistant Director, with responsibilities for several projects involving coordinated activities.

8. Holding monthly meetings of the entire central staff, including all administrative and supervisory personnel and specialists.

9. Informing the entire staff simultaneously on policy developments, new program undertakings, personnel appointments, resignations, leaves, and similar matters by means of a newsletter.

10. Holding at least two series of district meetings for all county staff members annually, to be devoted to program planning and other items currently of mutual interest.

Following the unfortunate experiences with county organization for Extension teaching met in the early '20s at the time of the Farm Bureau movement, no formal county sponsoring or cooperating, overall organization had been perfected. The women had such a group known as the County Home Extension Council which was advisory and supportive in regard to the home economics projects. Also in each county there was an organization of the lay leaders of 4-H Club work known as the Local Leaders' Association which

was sponsoring and advisory and supportive of 4-H work. Work with adults in agriculture had been done for a long time with and through commodity committees or special interest groups, some of which continued on year after year and others of which were more or less temporary covering varying periods. Immediately following the war, it had become the opinion of Extension administration that the next step in project integration was an overall county council, its membership to include representatives from all the various segments under which Extension work tended toward partition into project groups.

The results were that it seemed helpful, or even necessary, because of expanding county staffs and even the requests for more work than could be handled well, that there should be a body of informed lay leadership in every county. This group should understand the financing of the local staff of Extension agents. It should know the source and amounts of funds used and the manner in which they were budgeted. It should understand the county Extension program and the reasons for each segment of it. It should know the relationship of each county Extension agent to this program and should participate with Extension leadership in its evaluation. When leaders know about these things, experience has been that they find many frequent opportunities to advance the program. By regular meetings to establish identity as a purposeful group, they assume substantial responsibility for the entire program as a people's enterprise and not the workings of a bureaucratic dream or building a political arm of the State University.

In this reorganization the original purpose of the Extension Service--to spread useful information and encourage its use--was still retained as the major objective. The years of experience had revealed that a second major purpose of the Extension Service is leadership training.

Experience also had revealed that many of the effective programs included, or should include, participation by both men and women. The concept was that most farms are a family business. Commitments of capital require decisions that involve the wife as well as the husband. Expenditures in connection with the new operational practice on the land may be in direct competition with expenditures for improvements in the home or for various family obligations, and the reverse is equally true. Many of the programs to improve rural community facilities also require the interest and participation of both men and women. Questions of roads, schools, recreational programs, rural hospitals, prepayment plans for medical and hospital service, and farm and home safety are examples.

It had become clear, also, that many Extension projects and much necessary liaison with national and statewide movements such as farm safety, health, relationships with the rural church, and consumer economics would involve women's groups, basically, but did not seem to be within a reasonable concept of the area of technical home economics. Such activities would require special attention. It is also clear that in many of these contacts a person designated for leadership should carry administrative authority to the point of making decisions on operations within the policies of the Extension Service. For these reasons, a woman leader was granted title of Assistant Director.

One problem which was attracting wide attention nationally and, to some degree, attention within Oregon, was the matter of servicing an urban clientele. Clearly, statutes establishing cooperative Extension work had been pointed toward rural applications. But now young people from urban

centers were enrolling in increasing numbers in the 4-H Club work. Likewise, women in urban centers were asking for instruction in home economics.

By now there was little difference between the basic scientific and sociological requirements of urban, suburban and rural homes. Around Portland and several of the larger county seat cities population had gathered in suburban status, and within another perimeter, part-time farms of 5 to 30 or more acres were increasing in number. Residents of the urban, suburban or fringe area regions contribute but little in production to the resources of the state, but their problems in home horticulture and in connection with small agricultural enterprises were very important to them as individuals. As taxpayers supporting a state agricultural experiment station and its branches and the Cooperative Extension Service, they believed themselves entitled to any services available. This position was accepted by the College administration and the services of all members of the Cooperative Extension Service were extended to all as far as possible.

Some farm groups continued to hold the position that the Extension Service was primarily and first agricultural and should cover the commercial agricultural field before giving time to urban or fringe area requests and activities. This issue was never brought to the point of change or re-establishment of policy. It did, however, contribute to the increase in number of county Extension agents because groups of persons of common interests who expressed need for more educational help were successful in persuading county courts to make appropriations for additional county Extension agents. Funds needed for cooperation with the counties were being received in annually increasing amounts as a result of the new policy of the Department of Agriculture to increase its support of Extension and

research. Federal funds were used for the appointment of two special agents assigned without cost to the counties on a pilot basis to give full time to urban, suburban and part-time clientele. There counties were Marion and Washington. These special pilot agents were able to relieve the regularly established staff of great volume of advisory work with these urban and fringe area people. The result was that both counties made regular appropriations to maintain these pilot agents for these purposes on the regular staff basis. Since that time, Lane and Jackson counties have made appropriations for an additional agent for like purposes.

While the volume of work handled and number of personnel employed was increasing, field supervision and direction was being carried on by eleven persons. In addition to the Associate Director, F. L. Ballard, there were four Assistant Directors: C. W. Smith, J. W. Scheel, J. R. Beck, and Mabel Mack. C. L. Smith, State Agent, assisted C. W. Smith. There were two staff members supervising home economics--Miss Frances Clinton and Miss Viola Hansen. The state 4-H Club staff numbered four--Burton Hutton, Cal Monroe, Winnifred Gillen and Esther Taskerud. These central staff members operated on a functional basis rather than geographic.

Experience was bringing out that there was growing confusion on the part of county personnel as to the individual's responsibility for leadership in both official and personal matters. Analysis of the number and purposes of visits to the county staffs by these 11 administrators and supervisors disclosed a serious lack of uniformity of purpose. Many of the visits to counties were for the purpose of attending some special event, with supervisory leadership a poor second in purpose. Analysis also disclosed that these 11 persons spent, on what should be considered effective

supervisory direction, only approximately 13 percent of their time. This analysis disclosed that the number of visits per county ranged from 1 to 26 and that one county with ten visits was visited by seven different persons. There were many more equally unfortunate situations. It was clear that county staffs would receive no continuity in training and in aid on points on which they felt greatest need when serviced so irregularly by so many different persons, each of whom, while agreeing to any specific policy, might interpret it for application in a somewhat different manner.

Accordingly, as a step more systematic in supervision and aid to the county Extension personnel, it was decided to establish a district plan of supervision modeled much after plans followed in a great many states but adapted somewhat in view of personnel available within the staff to operate in this manner. In considering changes in operational procedures or organizational pattern in a staff already established as a going concern, it was realized that the ideal must be shaded sometimes for the practical. In other words, one is forced to build a pattern, mainly from personnel available. Separation of staff members and their replacement in order to establish an ideal organization chart could not be considered, nor could anything appearing as demotion. With these points in mind it appeared, however, that a very effection pattern could be set up. It appeared possible to establish a district plan on the basis of two supervisors per district, one man and one woman. Three supervisors in every district was impossible because of budget limitations, for one reason. Second, it seemed a question whether project integration would be advanced by a supervisor for each of the main branches of Extension work--agriculture, home economics, 4-H, assigned to each district.

The state was divided into three districts of 12 counties each. It was believed much greater progress would be made in all respects--program determination, program implementation, personnel continuity, budget continuity, and public relations--when all of the county agents within the district were responsible to and guided by immediate superiors with continuity of tenure. These state agents assigned as district supervisors were responsible for financing within their district, for the appointment, placement, promotion, salary adjustments and other factors affecting county personnel in their district. They were to assist in program development and held responsible for advancement made in their district, to assist in office management, to serve as liaison between the county staffs in their districts and all other elements of the System of Higher Education, and to act as trainers in Extension methods.

One additional advantage, it was believed, was the release of the State Leaders in Home Economics and 4-H Club Extension from the tremendous volume of detail involved in routine county questions in the fields above indicated and many others. It was believed no state leader could be sufficiently well acquainted with 40 or more county Extension agents and the circumstances surrounding each of them to give them adequate training, aid and direction. These State Leaders, under the district plan, were to be freed from this unmanageable position to act more fully and therefore more adequately in a statewide way as policy makers, professional leaders, and to become more effective in public relations. It was intended that each of the state agents assigned to districts, or district supervisors, would become responsible for each of the three major divisions of Extension work and with equal dedication to each of them. Temporarily, the state agents assigned to districts were immediately responsible to the Associate Director.

In order to recruit six district supervisors, some changes in assignment were necessary, but all this personnel was found within the organization. C. L. Smith was assigned to one of these positions. Gordon Hood who had transferred from Clatsop County to State Agent to another. W. G. Nibler was transferred from specialist in farm crops, Miss Murle Scales from the position of specialist in clothing, and Miss Esther Taskerud from state agent in 4-H Club work. Viola Hansen, then acting as Assistant State Leader in Home Economics, completed the district staff. This plan was effective in 1955. (See insert page 344a)

It was the plan that the state agents assigned to districts would act on administrative matters as direct representatives of the Associate Director and also as supervisors directing the detailed activities of the county Extension agents. The county Extension agents were advised that all matters of a liaison nature with any personnel of the Extension Service should be taken up through the state agents; likewise, any negotiations with College departments or other agricultural agencies. The number one administrative function of these district representatives was in connection with county financing. This phase of the work had been the responsibility of Assistant Director C. W. Smith, and he guided the newly appointed district representatives in their orientation to this part of their work. In fulfilling this responsibility, the district agents in consultation with county staff members would prepare the annual budgets for presentation to the county courts after approval by the Associate Director. They later checked upon expenditures from these budgets, and no major expenditures were made without approval of the supervisory team. It was also a goal that the supervisory persons should call upon each county court at least once a year to check on progress when budget matters were not the primary cause of the contact.

After two years it was evident that the role assumed by these state agents was too heavy for best effectiveness. Therefore, Jack Ross was transferred from Specialist in Farm Crops and Miss Evelyn Funk, Assistant Leader of Home Demonstration Agents at Oklahoma, was brought to Oregon to complete the supervisory personnel. Miss Hansen resigned in 1956 and was replaced by Miss Mary Abbott, who had been Associate Economist in Housing and Equipment at Oklahoma University.

Second in importance among the duties of the state agents was to provide leadership and assistance to county agents in planning and developing and implementing county Extension programs in accordance with established policies. They were to assist in improving techniques of activating the overall county councils. They were to make arrangements, when needed, for adequate specialist assistance within staff resources. They were to serve as liaison between the county staffs and other agencies that may have a function in county program development or advancement. They were to work toward improved county staff integration by assisting agents to reach agreement and understanding on each person's individual responsibility for advancing the county Extension program.

The state agents were to recommend appointments, placement, promotions, resignations, salary adjustments, changes in rank and tenure, sabbatical leaves and other personnel actions after appropriate consultations with Assistant Directors, State Leaders, and any others who might be involved.

They were to organize and conduct training for agents in cooperation with Assistant Directors and State Leaders. They were to give time to personnel counseling on administrative questions and other appropriate matters and assist county staffs in analysis and evaluation of methods and use of time. They were to work toward improved office facilities, including adequate office space, necessary clerical help and good office management. They were also to be responsible for public relations in their district. They were to keep the Extension agent advised on Extension policies and significant current developments. They were to bring to the state Extension office suggestions and ideas for improvement of the total program and were

to bring to the State Experiment Station and its branches suggestions as to needs in research which became apparent in their program development considerations.

One of the requirements established for district leaders when the plan was put into effect was advanced study toward a higher academic degree. C. L. Smith elected to do work toward the Ph.D. degree at the University of Wisconsin and he was to be followed in successive years by the other district leaders. J. G. Hood chose Michigan State University for work toward the master's degree and W. G. Nibler chose the University of Maryland for the same purpose. In order to continue the new supervisory plan, G. M. Lear, for 13 years county agent in Deschutes County, who had obtained his M.S. degree at Harvard, was brought to the central staff to fill in in the absence of Smith, Hood, and Nibler. Meantime, Burton Hutton was granted sabbatical leave for a year of graduate work at the University of Oregon. During his absence, Cal G. Monroe was acting 4-H Club Leader.

Analysis was made of the functions of the Associate Director. He was assisted in administration by C. W. Smith, J. W. Scheel, J. R. Beck, and Mrs. Mabel Mack, Assistant Directors. Mr. Smith for some time had a major responsibility to negotiate with county courts for Extension funds and authorize their expenditure. Mr. Scheel had given particular attention to the information services and other public relations matters. Mr. Beck devoted his time to cooperation with other Federal and State agencies and with the major farm organizations.

Mrs. Mack was to maintain liason relationships with womens interests in the Farm Bureau, Grange, and Farmers Union. She was also to

maintain liason with the State Board of Health, State Library, Federation of Womens Clubs, Congress of Parents and Teachers, and League of Women Voters. She maintained leadership of projects having to do with sociology and was to manage consumer marketing. She was also to assume leadership in planning training programs in group dynamics at state and county levels and to assist with general administration duties as delegated by the Associate Director.

Analysis of the work load pointed toward the desirability of distributing first responsibility for a long list of functions among available personnel on this administrative level. All of these were clearly the final responsibility of the Associate Director, but time did not permit adequate attention to even a substantial minority of them. Therefore, first responsibility was delegated to the assistant directors. Mr. Smith was given responsibility of working with the state agents assigned to districts in preparation of county budgets and broad direction of county agent affairs. He was to recruit personnel for county positions requiring men agents and approve appointment requests made by the state agents. Mr. Scheel had first responsibility for supervision of agricultural specialists and for program development, integration and promotion for management of all Extension publications, for direction of the other information services, and to recruit personnel for specialists in men's positions. In addition, both Mr. Smith

and Mr. Scheel would assist the Associate Director in matters of general administration, as requested.

Analysis of the functions of the Associate Director had disclosed necessity for close relationship with many agencies and organizations having direct responsibility for agricultural or other rural projects. There were 27 such organizations and agencies. Relationships with these organizations varied all the way from cooperation in jointly financed projects, as in the case of the Indian Service, the Bureau of Agricultural Economics, and at times the Reclamation Service, through various intermediate degrees of cooperation to mere knowledge of each other's programs which would result from occasional contacts. These intermediate degrees of cooperation included membership required by statute on the State Committee of the Agricultural Stabilization and Conservation Administration, and on the State Soil Conservation Committee. It also included membership on the State Committee of the Farmers Home Administration.

Other degrees of cooperation involved servicing the agricultural committees of the Grange, special committees of the Farm Bureau and Farmers Union, and servicing the State Bankers' Association by organizing, publicizing and furnishing a program for at least one and sometimes two bankers' agricultural short courses each year. Explaining Extension's programs in order that appropriate segments might be adopted by cooperating organizations as part of their own general program was another phase of this relationship. A list of organizations and agencies involved in this cooperative relationship is as follows:

I. Liaison Relationships with General Farm Organizations on State Level

A. Farm Bureau
B. Farmers Union
C. Grange

II. Liaison Relationships with Federal and State Agencies on State Level

A. Soil Conservation Service
B. Agricultural Stabilization and Conservation (State Committee)
C. Forest Service
D. Rural Electrification Administration
E. Farm Credit
F. Bureau of Land Management
G. Indian Service
H. Bureau of Agricultural Economics
I. State Soil Conservation Committee
J. State Wheat Commission
K. State Potato Commission
L. State Dairy Commission
M. State Filbert Commission
N. Weather
O. Willamette Valley Commission
P. Soil Conservation Service
Q. Forest Service
R. State Department of Agriculture
S. State Board of Forestry
T. State Game Commission
U. Vocational Agriculture
V. Farmers Home Administration
W. Grange Agricultural Committee -- state level
X. Reclamation Service
Y. State Bankers' Association

These relationships were the responsibility of Assistant Director Beck.

At this time decision was made to strengthen the position of county staff chairmen. As the number of county Extension agents had increased, the number reaching nine in two counties and three or more in many others, it became increasingly apparent that to advance all-around efficiency in management, one factor in which was a saving of time, it was necessary that some one member of the county staff should have certain administrative responsibilities extending throughout the group. Decision was to designate one staff member in each county having three or more Extension agents as county

staff chairman. Intention was that this chairman would improve intra-staff relationships by holding weekly staff conferences, being available for counsel with the other agents, assisting the state agents in holding annual county staff conferences on program objectives, operational procedures and budget matters, and maintaining an effective system of intra-office communication. It was believed the county chairman should join the state agents in recommendations on personnel appointments within his county and on subsequent personnel actions. Under this organization pattern the chairman would be held responsible for development of an overall county council and its committees and the development with the council of a creditable unified county program. The county chairman was to take the lead in bringing the influences of other organizations and agencies operating within the county to bear on local problems. He was to be responsible for office management, public relations, proper handling of funds and all special accounts, and be responsible for employment and the supervision of an adequate clerical staff.

It was realized that in asking a county agent trained and experienced in agricultural subject matter teaching to take over the human relations aspect of personnel administration presented a sharp change in his outlooks and procedures. It seemed clear that in most cases it would be necessary for harmonious operations that the senior member of the staff be designated as chairman. No rule was established requiring that the chairman be either an agricultural agent, home demonstration agent or 4-H Club agent, these terms being used to mark operating area. For some years all county Extension agents, whether devoting full time to agriculture, home economics, 4-H Club work, or any specialty in agriculture such as horticulture or soils or forestry, had carried the same official title--County Extension Agent.

In establishing this operating plan it was apparent that not every county staff numbered among its members a person well qualified for this sharply different role. Therefore the plan was not established at once in all the counties but was set up as the objective toward which the state agents in charge of districts would be working, meantime devoting some of their time to training prospective chairmen in those counties in which there seemed no one sufficiently grounded for this larger responsibility. Among the first group designated as county chairmen there was, in fact, one Extension agent devoting full time to 4-H Club work. This assignment was not long continued, however. Experience disclosed that an agent giving full time to 4-H work is necessarily absent from the county so much of the time he cannot adequately guide his associates. In one county the home agent served as county chairman for a year while the regular county chairman was on sabbatical leave.

No salary preferential was established for the county chairmanship. No formal standards or other specifications were set up. The decision was an arbitrary one. That person who, in the opinion of his immediate superiors, was best qualified for the duties involved was the one asked to assume the responsibilities. Most often, of course, the chairman was the member of the county staff who was the senior member from standpoint of tenure. The term chairman was decided upon by Extension administration instead of the term director largely because the latter term implies complete administrative authority in the county. This, of course, is the ideal toward which this plan of organization was to work. However, a sudden change to delegation of complete authority would have been disastrous to morale and to program progress, since some time would be required for the chairmen to learn some of the basics of administration and to become proficient in guiding their associates.

Progress has been continuous from the beginning up to the present time, but even so, as yet the ideal has not been reached. Efforts of some within the Extension staff, including some of the county chairmen, were made to obtain granting of full administrative authority, or to define the extent of authority carried by the chairman designation. The answer was that no blanket rules could be applied. Authority would be granted to the degree it was earned, and this degree would be established on the practical successes of the chairman in meeting the requirements of his assignment.

The number of professional staff in 1951 was 203. Of this number, 134 were county Extension agents, four were municipal agents, engaged in 4-H problems in Portland and Salem, 48 were subject matter specialists in agriculture and home economics, and 17 were engaged in administration and supervision. The clerical staff numbered 139.

4-H Club work has progressed very effectively during the 50-year period. Enrollment, which was at a higher percentage of eligible young people than in any other state west of the Mississippi River, continued gradually to increase. There was enthusastic response to the requests of the county Extension agent for local leaders and as time went on, these leaders greatly increased their understanding of objectives and their skill in leadership techniques. This year enrollment, as indicated elsewhere, is 33,717 and the number of local leaders 5,526. In the past ten years this phase of Extension work has kept step with changing environments in full proportion to other phases of Extension. As the number of farm youth has tended to decrease, more and more of the participation has been among rural non-farm people and even those in

the urban setting. Because of this and other reasons, the number of projects has tended to increase and this year work is offered in the following project list:

Beekeeping
Electricity
Entomology
Corn
Forage Crops
Grain
Potatoes
Forestry
Flower Growers
Fruit Grower
Vegetable Garden
Home Beautification
Greenskeeper
Commercial Fruits
Commercial Nursery Stock
Commercial Vegetables
Beef
Dairy
Dairy Goat
Horse
Rabbit
Sheep
Swine
Dog
Poultry
Range Management
Tractor
Fisherman
Bird Study
Archery
Gun Safety
Animals, Birds
Mink
Pheasant
Wildlife Conservation
Woodworking
Marketing
Soil Conservation
Lawn Power
Child Development
Clothing
Outdoor Cooking
Foods
Food Preservation
Home Improvement
Knitting
Creative Arts
  Ceramics
  Crocheting
  Metal Work
  Painting
  Plastics
  Weaving
Health
Junior Leadership
Empire Builders
Photography
Leathercraft
Automotive
Hobby
Square Dancing
Rocks and Minerals
Safety

Two major events of stats-wide nature have marked the 4-H Club program through the years. In 1916, Professor H. C. Seymour, newly appointed State Leader of 4-H Club work, brought the resources of the College into availability for the organization of a two-weeks short course at the College for 4-H members. Various methods were promoted within the counties to establish scholarships and other donations for payment of the expenses of local 4-H Club members at the summer school as they met certain standards of accomplishment. This summer school has been held annually accept for one of the World War II years--1944. For several years now the attendance has been about 1900 each year. In 1958, the time of the summer school was reduced from two weeks to eight days. This decision was made particularly because of the physical strain of the intense participation and the time out of county required by county Extension agents accompanying the 4-H members to the College.

This year a six-day summer school is projected. Resident members of the College instruction and research staffs assist in instructing groups of the young people in subject matter. (See page 353a&b)

This annual summer school has undoubtedly greatly influenced many thousands of young people to continue their education beyond high school. For many years, the enrollment at the College has included former 4-H members to the extent of 15-18 percent. Somewhat smaller but significant percentage of the enrollment at the University of Oregon is likewise former 4-H members, and substantial numbers are also found in enrollment at Lewis and Clark, Linfield, Willamette and other private institutions.

A second annual event of major importance is participation in the State Fair. About ten percent of the annual enrollment in 4-H Club projects participates in the State Fair, by exhibits or demonstrations. About six percent actually attend the Fair. The delegates are selected within the county according to quotas. Livestock exhibits are based on enrollment in the county. For example, one exhibit in the horse class for 25 club members, or one in ten for other livestock.

Oregon was the first state to organize 4-H Clubs in a metropolitan city. In 1918 and 1919, school grounds in the City of Portland were used for victory gardens. Professor Seymour urged the incorporation of these school groups into the state 4-H Club program that they might benefit from its guidance and incentives. The idea was supported by the city school administration, PTA and other local organizations. T. D. Kirkpatrick was the first Extension agent serving for ten years, followed by Reuben Maaske for two years, and then in 1931 by Charles J. Weber for thirteen years.

This important Extension activity is an out-growth of a short course for boys and girls first offered as a part of Summer School in June 1913. This short course is described as a two-week's course in practical agriculture for boys from the ages 12-16 years, to be held on the College Farm. The faculty in Domestic Science and Arts presented elementary courses for the girls not younger than 15 years of age. These young people's short courses were again offered in June 1914. There is no record of attendance by the girls for home economics work. This short course was repeated in 1914 and 1915 and the rather inconclusive records indicate that 61 boys had attended by the close of the third session.

These short courses apparently were not organized for the particular benefit of members of the Boys' and Girls' Industrial Clubs. A College bulletin indicated that application for attendance must be approved by the superintendent or principal, or in small country schools by the teacher. Approval was to be based upon character and interest. If a school was selecting a candidate by competition, such candidate should be designated and would have preference. Not more than one boy from each ward, rural or country school was to be admitted if there was applications from unrepresented schools.

The first definite connection with Boys' and Girls' Industrial Club work is contained in the announcement for the Summer School session of 1916. This announcement stated that this was the fourth such session and that it was the first which had received girls on the same basis as boys, one point which was acceptance of 7th and 8th grade prospects as well as those in high school grades. This announcement mentioned 24 boys and girls who would attend as winners of State Industrial Club prizes, all expenses paid

by donors. Attendance in 1916 was 47 for boys and girls. This was the first short course since appointment of H. C. Seymour as State Club Leader and his influence was marked by the special inclusion of winners of State Industrial Club prizes.

The arrangements of enrollment has been from about 1,000 to 3,300 and is currently 1,884. Currently Ed L. Shannon is in charge of the program since 1945. The financing of work in the City of Portland differs from that in the counties in that the local funds are derived from Portland school officials. Professor Shannon, because of this arrangement, is also a member of the staff of the Portland schools. This is not an ideal financing or administrative arrangement, but has worked well throughout the years and administrators of the Extension Service and the Portland school system have preferred to make no major changes.

Another innovation initiated in the 4-H Club program has been an annual conference known as Know Your Government. Two delegates, one girl and one boy, are selected from each county. Each must be at least 16 years of age, must have completed three years of 4-H Club work, and must submit certain records to be eligible. The conference is held at the State Capitol.

Programs for these conferences are developed with the Governor's office. Each year when the Oregon legislature is in session, the program includes visits with the President of the Senate and Speaker of the House of Representatives. The program also includes such features as discussions with members of the Office of the Legislative Counsel and legislators to show how the legislative process is developed, from a bill as an idea until it is signed into law by the Governor.

Program features include meetings of major committees. Visits are made to both the Senate and House chambers to observe these legislative branches of government in action.

A program is also arranged with lobbyists to discuss their part in legislative development.

On alternate years, representative departments of state government are chosen in consultation with the executive office for some of the major program features. Representatives of these departments meet with conference delegates, first discussing the work of the department, then answering questions from the delegates. Delegates are divided into groups so that each delegate has the opportunity to become personally acquainted with the work of each department included in the program.

Each year the program also includes participation from the executive branch of government. This includes discussions by the Governor. The Secretary of State or the State Treasurer usually are involved in the program in nonlegislative years. The legislative branch of government is presented by the President of the Senate and Speaker of the House of Representatives or their appointed representatives.

Another annual feature for delegates, rounding out their contact with all three branches of government is a visit to the Supreme Court Building. The Supreme Court librarian discusses the work of the library and its history. The Chief Justice of the Supreme Court tells of the work of the court and the judicial branch of government. As is the case with other program features, delegates have the privilege of asking the Chief Justice questions based upon his discussion with them.

While this group is assembled, four delegates are selected to attend the National 4-H Club Conference held annually in the spring in Washington, D. C.

In more than half the counties a much similar Know Your Government event is held in cooperation with the county courts at which time the 4-H members have opportunity to become informed on local government processes. The conferences at the State Capitol have been held annually since 1958.

An extracurricular type of activity of international significance was starting the participation in 1951 in the program of International Farm Youth Exchange, which started work in 1948. This program called for visits of American Youth to foreign countries and receiving delegates of young people from foreign countries. The Americans assigned for a specific period to certain countries live with selected families and delegates to this country likewise are established with American families for a period. None of the funds involved are from taxation. Currently, $1,000 must be raised for each delegate sent abroad. Funds are forwarded to the National 4-H Foundation, which is privately endowed. This foundation pays all the expenses of the delegates from the time they leave their homes until they return. There are three phases to the program:

(1) Send young people from Oregon to other countries,

(2) Receiving exchangees from other countries and providing opportunities to live with other families,

(3) Opportunity for everyone to participate in sharing the experiences of Oregon delegates by arranging for them to meet with various groups and organizations to relate their experiences.

To date, Oregon has sent 38 delegates and have received an average of two exchangees, or practically 100, for each delegate sent.

This program is locally known as the IFYE program. The first IFYE delegate was Glenn Klein of Marion County, who spent his time in New Zealand. That year Oregon received exchangees from the Netherlands and Switzerland. A list of Oregonians to foreign countries is included in the appendix.

In 1935, a three-day conference for local leaders was organized at the College. Main purposes were to give some elementary instruction to these volunteer workers. It was also believed that the leaders would gain much from acquaintance with each other and closer acquaintance with leaders of the Extension Service. Consciousness of the substantial extent of the 4-H movement as a state, and also national, undertaking was believed would add to the enthusiasm of the lay leaders. This has been an annual event accept for one or two cancellations because of weather conditions.

For several years a similar conference of local leaders living east of the Cascade Mountains was scheduled. For a number of years this was held at La Grande at the Eastern Oregon College. It was scheduled in other centers a few times, notably Ontario, Enterprise, and Baker.

This annual conference brought out the desirability of more time of Extension staff members to training and guidance of these leaders. This has been given particular attention during the recent ten years. Fortunately, vacancies among the resident 4-H leaders were filled by new staff members particularly qualified by experience and training. To advance leadership assistance, Miss Ruth Brasher, a former home demonstration agent in Utah, and Miss Lois Redman, a former home demonstration agent in Missouri, both of whom received fellowships for a year of graduate work in the Federal Extension Service, were the new staff members.

Local leadership was also enlarged and improved by three developments. These were establishment of the community leaders plan, organization of the Junior Leaders as a definite identity, and organization of the Empire Builders. Under the community leaders plan, the county is divided into communities in which an active lay leader is given responsibility for recruitment of the necessary local leaders, for enrollment of club members and assisting the Extension agents in many of the details involved. Multnomah and Clackamas Counties started the use of this method in 1959 and it has already extended to the most of the heavily enrollment counties and is rapidly becoming the standard method. There seems to be no difficulty in obtaining active and competent lay leaders to take over this helpful assistance on the community basis. The Junior Leaders group was activated about 12 years ago and has been developed as a project. These designated leaders are from 4-H Club membership at the ninth grade level or above. These leaders take an active part in advancing the younger Club members. There are 1300 identified to this project this year. Another leaders organization established in 1959 and now prevailing in about one-half the counties is the Empire Builders. These are young people at the ninth grade level or above who may or may not be 4-H Club members. These young people are active in community development type projects and in personal development. There are currently 450 Empire Builders.

All counties maintain a county leaders organization. These county organizations in turn have organized a state leaders association, which serves in an advisory way to Extension administration, aids in establishing the concepts of the 4-H Club program in the public eye, heightens morale and develops enthusiasms. In many counties the county leaders association is represented on the county Extension council.

In 1957, F. L. Ballard, Associate Director, and Burton Hutton, State 4-H Leader, brought about organization of the Oregon 4-H Club Foundation. This organization was composed of public spirited men and women legally organized to receive and use funds to make available facilities, training, and materials in support of the 4-H program, but supplementing existing funds, sometimes insufficient for specific enterprises, and sometimes inadequate for utilization for purposes not appropriate for tax raised funds. It was believed that such an organization would in due course of time be the beneficiary of substantial donations and bequests which could expand the strengthen many phases of the 4-H Club program. First board of trustees was: R. L. Clark; A. L. Mills, Jr.; Scott MacEachron; Mrs. Kent Magruder; Mrs. Eugene Hubbard; Herman Oliver; John Sell; L. B. Staver; Marion T. Weatherford; and ex-officio members F. L. Ballard and Burton S. Hutton. Marion Weatherford is currently president of the Foundation.

Records in the Extension Service files disclose that about 400,000 young people have been enrolled in the 4-H program in this 50-year period.

During the past ten years, attention was directed to career guidance. It has become evident that only a small percentage of the rural youth would find places in agricultural production. Hence, the desirability of assisting club members in taking a look at their future prospects in line with such adaptability as may have become evidenced. Recently 92 percent of the 4-H members in Gresham High School were assisted in their resolution to pursue higher education. This important element in 4-H possibilities has not been developed proportionally to its potential because of other pressures and budget limitations. One prime need of the Extension Service at this time seems to be need of a skilled counselor on the central staff to devote full-time

to this phase of the program. This has become particularly true since a percentage of young people remaining six years or longer in 4-H work has steadily increased over the past 15 years.

The marked increase both in width and in depth of the 4-H Club program over the recent ten years attests the validity of the spreading responsibility for 4-H Club progress over more of the staff members than had been the case in earlier years when the designation state or county 4-H leader or 4-H agent was used. This seemed to imply that these were the only staff members responsible for 4-H work. A first step in this most effective concept was elimination of the definitive names county agricultural agent, county home demonstration agent, and county 4-H Club agent, which occurred in 1948 by designation of all the county staff as county Extension agents.

Names which should be historically recorded in connection with the Oregon program in this great national movement are County School Superintendents L. R. Alderman of Yamhill County, C. L. Starr of Polk County, Josiah Wills of Polk County, George Denman of Benton County, and O. W. Brown of Douglas County. Mr. Alderman, who later became State Superintendent of Public Instruction, and was for many years a high official of the National Educational Division of the Department of Interior in Washington, D. C., may be credited with organizing the first Boys Agricultural Club in the state in his home community of Dayton.

Many of the lay leaders have devoted many hours to the 4-H Club movement. High among these were Mrs. Lucy Wright and Mrs. Anna Berkey of Multnomah County, Mrs. Alice Lindsey of Josephine County, and Francis Krause of Josephine County. One youth movement of tremendous significance but not

organically connected with 4-H work was organized by C. R. Ross, Extension Farm Forestry Specialist. In 1956 Specialist Ross approached the school administration in Columbia County proposing a forest conservation tour for youngsters of school age. As a result, 400 youngsters made a field study of forestry. This succeeded so well that the following year another county asked for similar attention. The movement grew until in 1961 20 counties and 13,349 youngsters participated in similar events, organization of which was greatly improved as the movement advanced. These tours are made for one or two days' duration, some extending to three days. In one county, Lane, two tours were held. More than 50,000 school youngsters and more than 4,000 adults have participated in this resource study enterprise. Cooperation was received from seven state agencies having to do with natural resources, from six Federal agencies, and from the forest industry. All together, more than 700 man days were devoted to instructional and organizational work.

The Extension Service joined with other departments of Oregon State College in organizing and conducting the First Institute for Town and Country Pastors held at the College in July 1946. Total registration was 105 from 16 Oregon counties, 7 states, and 1 foreign country. The Institute was an interdenominational event in which Protestants and Catholics joined--there being ten different church denominations represented. The purposes of the Institute were:

1. To increase the contacts of rural pastors with trained leaders.
2. To acquaint them with tested methods of town and country work.
3. To help them become better acquainted with the significant functions and opportunities of the rural church.
4. To introduce them to available social, economic, religious, and educational resources of the local community, state, and nation.

5. To develop fellowship among rural pastors by means of planned discussions and informal social and recreational activities.

In the evaluation session at the end of the Institute, those who participated agreed that the Institute had largely accomplished its purposes and voted that it be held another year with the same sponsors and for the same length of time.

The members of the Extension staff serving on the Institute Planning Committee included L. R. Breithaupt, Extension Agricultural Economist; H. C. Seymour, State 4-H Club Leader; and Wm. L. Teutsch, Assistant Director of Extension.

The Institute came about as the result of a proposal of the Oregon Council of Churches in which the Archdiocese of Portland in Oregon, representing the Catholic Church, joined in a request to President Strand that such an Institute be held at the college under sponsorship of Oregon State College in cooperation with the Oregon Council of Churches, the Archdiocese of Portland in Oregon, and the Home Missions Council of North America, Inc. This annual event has continued to the present time. Mrs. Mabel Mack has been the Extension representative that guided this event.

In this period, increased emphasis was given to improving a skill long utilized in the Extension Service as a much used method but the finer points of which had not been given special attention. Since the mid-20s much of the teaching done by Extension people was in the nature of discussion with small committees of leaders or somewhat larger special interests groups. This method of bringing into participation increasing numbers of the audience had been found much more effective than the more formal lecture. Attention of

one of the Oregon administrators was attracted by a demonstration of effective and ineffective methods of conducting group by the discussion leader staged by the National Educational Association in Washington, D. C. It seemed that the principles brought out would, if adapted, exert a tremendously helpful influence on this much used Oregon method.

To demonstrate these methods in group discussion, or group dynamics as the term was used, with a view to interesting resident Extension staff members, the services of Paul Miller, Rural Sociologist at Michigan State College, were obtained for one week to lead a group dynamics workshop. This was set up on a voluntary basis. The only requirement was continuation of the entire week's program by the entrant. Twelve members of the administrative staff, 21 Extension specialists, and two visitors--Mrs. Sarah W. Prentiss, Head of the Family Life Department in the School of Home Economics, and Booth Holker, administrative assistant of the Montana Extension Service, signed. The five objectives were (1) to improve understanding of how groups function, (2) to give staff members practice in group techniques, (3) to learn how Extension members can share their skills and knowledge with others, (4) to become better acquainted with their own Extension associates, and (5) to prepare possible similar workshops with county Extension agents.

This workshop attracted enthusastic attention and may be recorded as a meaningful landmark in Extension teaching methods. From time to time during the past ten years, many county, district, and inter-staff workshops have been held. These have increased the effectiveness of teaching by the Extension staff beyond all expectations. In fact, so valuable did this type of training become that a specialist was employed on May 1, 1956, to give full time to this field to head up the project. The specialist was Mrs. Maude Walker who had for three years been family life specialist.

The results of this training proved so effective that decision was made to extend it beyond staff members. Accordingly, in 16 counties, arrangements were made for a training workshop for officers of agricultural groups, home economics groups, and many other interested organization officers within the county. Requests were received for repeat workshops and from other counties for similar training. Mrs. Walker resigned in December, 1959, because of health and the enterprise languished because of unavailability of a qualified successor.

In 1942, by act of Congress, Cooperative Extension staff members were brought within the provisions of the Federal Civil Service Retirement Act. This was a significant landmark, a historic date in the history of the Extension Service. Under the terms of the Act, Extension employees could pay the required percentage of their annual salary from whatever source the funds were received if the staff member held a certified appointment as a Federal agent, or in the Extension's case, as a agent of the Department of Agriculture. State Extension personnel could accept the provisions of the Act beginning in 1942, or by making the required prior service contribution could receive credit for the time from date of employment. Already the Oregon Extension staff members were included in the State Retirement Act. It was now possible to qualify for retirement income under both state and Federal regulations. This established an unexpected stability to Extension employment. The terms of the Federal Retirement Act far exceeded in generosity the maximum under state acts except in two or three states. All of the states but these two or three within a short time qualified under Federal retirement.

There were some restricting qualifications immediately experienced, however. Some states had been lax in the formality of renewing each year staff members appointments as an agent of the Department. In many more states there

were instances where some individual appointment renewals had been overlooked. As a result, there were some 1500 Extension staff members who could not qualify under the Retirement Act, some of them with long periods of service and some for only a year or two. The Legislative Subcommittee of the Extension Committee of the Association of Land-Grant Colleges and Universities, Associate Director F. L. Ballard, chairman, attempted to remedy this situation by legislation by the Congress. After two attempts had fallen flat, a bill validating these unacceptable terms of service was passed. But by the time of passage, this bill had been so laden with ammendments, some bringing in staff members of inappropriate agencies, that the bill was very properly vetoed by President Eisenhower.

A new approach brought success and the inclusion of eligible Extension staff members within the scope of the Act. This new approach was to obtain an executive order from the President of the United States. This was accomplished mainly through the efforts of Senator Hayden of Arizona.

July 1, 1955, acceptance of the provisions of the Federal Retirement Act was made a condition of appointment in the Oregon Extension Service. This ruling was common in the state Extension organizations to insure sufficient participation to maintain Extension Services within the scope of the Act.

There had been no discontinuation for appropriations for county Extension agents since 1937 until on May 18, 1956, voters in Lake County disapproved a number of budget items which were in excess of the six percent limitation and included appropriations for the county Extension cooperation. It had been more than 30 years Extension cooperation had appeared on a ballot

in a general election. This procedure had no basis in legality as legally it could only serve as a suggestion to the county court, as the original enabling Extension Act placed decision with the court. Supporters of the Extension program in Lake County believed because of lack of clearness in the ballot title many voters did not realize that they were voting complete discontinuation of the Extension office. State Agent Lear was asked to visit the county to meet with many groups who were anxious to retain this service. Finally, decision was made to re-submit the item with a clear statement in the ballot title. This resulted in a majority vote in favor of continuation and this explanation on the part of the voters was accepted by the county court.

A statewide Wheat Industry Conference was held in 1956 at the request of the Oregon Seed League. This two-day conference was patterned after the Meat Marketing Conference held in 1954. Four major committees--production and land use, marketing, income and costs, and government reports---were, as is the case in program development of conferences of this type, for several months prior to the conference report. The two-day event in Portland was attended by 211 growers, shippers, and processors. There was some difficulty in arriving at points of agreement on a few questions. It proved, however, a strong educational force and subsequent events has upheld the majority conclusions.

In 1956, arrangements were completed for initiating a rural development program in Lincoln County utilizing federal funds. This involved addition of another county Extension agent. His situation differed, however, in that his program was developed by a statewide advisory committee composed of representatives of the Unemployment Compensation Commission, Small Business Administration, State and Federal Forestry Agencies, Soil Conservation Service, Farmers Home Administration, and Extension Service. Assistant Director Beck

represented the Extension Service and served as chairman of the committee. Afton Zundel was appointed a special county agent to handle this program.

Among the early accomplishments have been the establishment of a forest camp site to expand public facilities for tourists. The U. S. Forest Service assigned special personnel to the county to assist in small sales of federally owned timber to small logging operators and small mills. Fifty-five such sales have already been made and others are pending. Another enterprise well underway is the making of detailed farm management plans covering the farms obtaining income from both forestry and farm groups.

Perhaps the most important development has been attracting understanding attention to one of the too little understood opportunities of much of western Oregon. This is small forestry management. About 40 percent of the forest land in western Oregon lies in small private ownerships. Some thousands of farms include a relatively small acreage of forest growth which until about the time of World War II was valuable mainly as a source of fuel. The market situation for produce from these small acreages was changed greatly by World War II and immediate post war developments. These small holdings now offer a great potential as an additional source of farm income where good management practices are understood and followed.

In 1955, the Extension Service entered a cooperative arrangement with the Bureau of Indian Affairs. Under this arrangement, the Bureau would provide funds for the employment of Extension agents on the Indian reservation. Administration would be under the Extension Service and Extension agents so employed would be considered an intregal part of the state Extension staff.

So far, two Extension agents have been employed under this agreement, an agricultural agent and a home economics agent on the Warm Springs Indian Reservation.

Another interest of cooperation with movements not under the direct administration of the Extension Service, but to which some Extension projects may have helpful application if liason is maintained, was Civil Defense. In 1955, the Governor appointed an Oregon State Civil Defense Womens Advisory Committee to assist a State Civil Defense Director in organizing and developing a statewide action program toward womens organizations. An advisory committee of 12 was set up representing the following groups:

Oregon Congress of Parents and Teachers
Oregon Federation of Women's Clubs
Business and Professional Women's Clubs
American Legion Auxiliary
Veterans of Foreign Wars Auxiliary
American Association of University Women
Women's Auxiliary to Oregon State Medical Society
O.S.C.D.A. Nurses Advisory Committee
Archdiocese of Catholic Women
American Red Cross
State Civil Defense, Medical Division
Oregon State College Extension Service

Assistant Director Mack served as vice chairman the first year and was elected state committee chairman for 1956-58. A different program of womens activities was set up. This movement resulted in wider participation by the Extension Service than had been anticipated. So effective did the Extension methods and by help of Extension personnel become that an agriculturist serving as a part-time specialist in Civil Defense ultimately was appointed.

A new cooperative relationship was developed during the 1950s. The Oregon Legislature passed an enabling act under which producers of agricultural

and marine production may form a commodity commission to promote and safeguard their enterprises and levy a commodity tax for this purpose. These commissions operate under the jurisdiction of the State Department of Agriculture. Extension Service is directly involved, however, in making local feasiability determinations and organizing the educational discussions pointing out any prospective advantages. Assistance is rendered in the mechanics of establishing the proposed commission by vote of the industry. If approved, a staff member often becomes an ex officio member of the commission.

In 1940, Associate Director Ballard had resigned from the Extension Service. He was succeeded by W. L. Teutsch, carrying the title of Assistant Director in Charge. C. W. Smith was named County Agent Leader at this time. Director Teutsch relinquished responsibility as Director in 1945 because of failing health and was succeeded by F. L. Ballard, with the title of Associate Director. C. W. Smith was named Assistant Director at this time. Director Teutsch died on August 9, 1950. C. L. Smith was named Assistant County Agent Leader, likewise in 1945. In October, 1951, J. G. Hood was transferred from Clatsop County Agent to the central staff with the title of State Extension Agent.

Narration of the results in economic returns in leadership development and the recounting of events of positive influences on the educational level for all 36 counties of the state would require uncounted pages. To present briefly some of the more significant accomplishments and to sketch methods followed, four representative counties have been selected. These are Linn, Clackamas, Umatilla, and Klamath.

SOME EXTENSION RESULTS IN CLACKAMAS COUNTY

Increased wealth production through improved handling of the agricultural lands of the county has been an important phase of the Extension program in Clackamas County. This county bordering on the city of Portland includes a substantial acreage devoted to fringe area characteristics. These are suburban residences, small acreage plots, and the accompanying small businesses and industrial firms which go along with expansion of cities into a surrounding open country. The acreage of farm land and number of farms has decreased slightly in recent years as the city as encroached upon the countryside. But there are now approximately 319,078 acres in farm ownership included in the 4,267 farms of the county.

Notwithstanding a theory that small farm ownership is an effective hedge against disaster in times of economic depression, many of the farms of Clackamas County in the depression days of the early '30's were the scene of some of the county's acute relief problems. This heavy load of welfare activities centered widespread attention on these farm lands. As is the usual pattern in areas close to large cities, many of these farms were not large in size. Some of this farm land had been cultivated seventy-five to eighty years, while some of it, much newer in crop production, had been reclaimed since then as time went on from stumps to debris after the original stand of Douglas fir timber had been removed.

Although relatively young farm lands from the standpoint of agricultural history, production had declined. Most of the county is rolling in nature, after the manner of the New York and the gentler sections of New England. Established farm practice was for many years a short rotation of winter grains and clover with some corn worked in where livestock was maintained. This continuous practice not only depleted fertility, but had tended to create a serious problem in soil erosion. Most of the forty-odd inches of rainfall in this region come in the winter months, and while torrential rains are not the usual thing, the continued rainfall of the winter period was wearing deep gullies in the hillsides.

Clackamas County initiated cooperation with the Extension Service and county agent work as a World War I defense movement when Federal funds became available through the Extension Service to establish a county agricultural agent in every important agricultural county for assistance in the war program. First Extension agent in Clackamas County was Richard John Werner. He began work on September 1, 1917. Early the next year he resigned for Army service and was succeeded by R. W. Arens, who likewise remained only a few months, leaving for Army service. R. G. Scott succeeded Arens and remained about two years. He in turn was succeeded by Walter A. Holt whose tenure was nearly five years. Mr. Holt was transferred to Umatilla County and was succeeded by John J. Inskeep, a Texan who was a graduate of Purdue University and had been a county agent in Kansas.

Within a short time, Kinskeep thought he had some of the answers to rebuilding productivity on the hill lands of the county, but he had no definite proof on which to base support of his ideas. Two-thirds or more of the area in farms was of a soil type peculiar to parts of the Willamette

Valley and known in local terms as "red hill" land. None of the experiment stations of the state were located on land of this peculiar soil type, hence lack of substantiation for the theories which Inskeep had developed in his observations and from work with the farmers.

Grasping the truism that first things should come first, acting on suggestions of Inskeep the County Court offered one hundred acres of land to the State Experiment Station on a lease basis for an indefinite period for the purpose of testing out improved utilization of the red hills soils. The County Court then went further than this. It provided the necessary buildings and purchased the machinery. The State Experiment Station provided technical personnel and seed and fertilizers, and a long list of incidental smaller items. Because the red hills soils extend out over the Willamette Valley to a greater or lesser degree in eight counties, the County Court suggested to the Legislature that some special aid would be appropriate in view of prospective widespread values in the results that should be developed. This idea prevailed, and in 1938 an extensive research program was established.

Results were immediate and significant. As they developed county agent Inskeep actually supervised on representative farms in every community of the county the adoption of new principles brought to light. Effects upon the farms of the county have been amazing. Income from farm sales of crop and livestock products has more than quadrupled -- from less than 6 million dollars annually to a current annual return of more than 25 million. Last year cash farm sales were $28,200,000. If one wished to adjust on account of inflation, one could apply his own formula. If it seems reasonable that the 1929 dollar be estimated at 100 and the dollar of current times at 50 cents, then the dollar production of the 150,000 acres of cropland

in the county has somewhat more than doubled.

The major developments have been these: Replacing on somewhat more than 50,000 acres, or more than one-third of the cropland of the county, an 8 to 20 bushel yield of oats or other small grains, with grass. Grassland farming, which has become a much used term all over the United States in the last two or three years, is a reality in Clackamas County. These thousands of acres of the rolling hills now carry a heavy carpet of grasses.

Handin hand, of course, with the grassland development has been increased livestock production. Last year dollar return from livestock, including chickens and turkeys was more than 13 plus million dollars. These two items alone totaled more than twice the total dollar volume of all the annual average production of the county for the period 1936-40.

A corollary to the grassland farming program has been the sideline production of seeds of legumes and grasses. Many of the grasses found adapted to the red hill lands can, under certain management practices, return a seed crop as well as forage. These seed crops last year were sold for $1,200,000.

Another amazing discovery of substantial economic significance was that strawberries, following grass on land for some years in grass production, returned sharply increasing yields, often double the yields of strawberries handled in any other manner. Since strawberries have become an important crop item in the county, this had strong bearing on the improved economic position. Strawberry values reached 3½ million dollars in 1950, or more than two-thirds of the total crop production values in the county in the

1936-40 period. It is now the eighth county in the nation in strawberry production.

The most important effect of the grassland farming program on livestock has been the increase in herds of beef cattle and flocks of sheep. Under ordinary management plans, pastures are available ten months of a year, and then under the best plans, throughout the entire twelve months. Management plans may also be adjusted to provide two or three tons of hay per acre on some of these pastured lands, and at times a substantial seed crop. On other farms, all of the grassland is devoted to pasture and, if not overgrazed, often no grain feeding is required.

On the dairy farms, grassland has brought in new and efficient practices. Time was when kale, a rank growing crop very depleting of soil fertility and expensive to handle, was the main winter green feed. Now kale has disappeared. It has been replaced by long-term pastures and by grass silage. Leaving the pasture ungrazed for a few weeks in the spring enables a heavy crop of forage to be cut for ensilage and this grass ensilage is a cheaper product than the corn ensilage of the older days.

Along with the grassland program, which centers around orchard grasses, chewings fescue, and subterranean clover, goes the fertilizer program. Required amounts of nitrogen and phosphates are now applied to all these pastures. The optimum application was developed by county agent Inskeep and his associates through field tests and close observation.

The growing season in the Willamette Valley is the driest from the standpoint of inches of rainfall in the actual growing period of any place in

North America in which summer crops are grown. While under good management practices these rolling hill lands produce satisfactorily without irrigation, of course where water is available production is greatly increased.

The eastern part of the county runs into the foothills of the Cascade Mountains and up into the shadow of Mount Hood. Many small streams and two substantial rivers headwater in these foothills and extend down through the farm lands to the Willamette River. Many farms around or through which these streams extend can establish irrigation by pumping at nominal expense. Often a small dam establishing a year-round pond facilitates this development. Already some 5,000 acres of these new grasslands are irrigated, and accompanying this progressive advancement has been the establishment of about 100 small ponds. To extend this money-making practice in two communities, the farmers are joining forces to develop larger storage cooperatively. Incentive for increased water utilization is easy to uncover. While the pastures on unirrigated lands will make 500 pounds of beef per acre per season, irrigated pastures will double this to a thousand pounds of beef.

Not all the effort for increased production has been expended on the grassland, however. On the 300,000 acres of farm land not plowed, some 200,000 acres are in second growth Douglas fir timber. Sales from these farm woodlots have increased from only minor consideration twenty years ago to more than a million dollars per year. Cooperation of the State Forestry Department and the United States Forest Service resulted in establishment of a demonstration of good woodlot management. Results achieved on this tract have spread rapidly as farmers observed that they could do the same thing on their woodlots. The county agent uses as a demonstration a farm on which 20 acres of second-growth Douglas fir brought in $1,500 for saw logs and pulp wood last year, a process which can be repeated every two or three years for a indefinite period.

Farm forestry already has become a big business in Clackamas County's agricultural economy, returning a little more than a million dollars annually for the last five years. In the opinion of Clackamas County farm leaders this can be increased greatly as small farm ownerships include approximately 450,000 acres in the county. Much of this land is unsuited for income purposes other than growing timber. Early work by county agent Inskeep brought acceptance of a list of management practices suited to these tracts of growing timber and as a result interest in the crop and adoption of good management practices have grown rapidly during the last ten years.

To advance the business of farm forestry, forest farmers in 1956 organized the Clackamas County Farm Forestry Association. Membership is mainly by farmers but includes employees of commercial tree farms and professional foresters. This association takes the lead in promoting improved forestry management techniques such as pruning, thinning, establishment of fire breaks, and advancement of the tree planting program. As many as 300,000 trees have been planted in a single season.

In this connection it has been learned that a thorough job of summer fallow followed by cultivation of the seedlings for a year or two after planting is important in preventing seedling loss.

All this increase from the return of county's farm land is only a start, according to agricultural leaders, even though the figures are substantial. It is believed that the grassland program, still expanding rapidly, can be brought up to 100,000 acres, or two-thirds of the crop land of the county; and it has been established that within five or ten years, return from the farm

woodlots can be increased from the current status to three to four million dollars annually by extending the management plans already quite well established.

At this time most rapid change affecting the agricultural economy of the county is the increase in horticulture crops. County agent Robert L. Smith gives full time to the horticultural projects. Small fruits are increasing rapidly, apparently with satisfaction to the producers. Nursery crops are also increasing rapidly. Vegetable production, bulbs, cut flowers, and flower seeds are making substantial increases in volume.

Spark plugging this whole program for the county during the time of most rapid development was county agent Inskeep, who served in Clackamas County as county agent thirty-five years, until August 1961.

He had acquired a thorough knowledge of the physical characteristics of the county and knowledge of its people by the time he led toward the definite program of increasing agricultural returns which took shape and was activated.

The first agricultural planning conference in Clackamas County, called an agricultural economic conference, was organized by county agent Holt and held in Oregon City, January 27 and 28, 1925. This was the thirteenth of its kind held in the state since the state agricultural economic conference at the college in January 1924. The purpose of this, and similar events in other counties, was to study the recommendations of the state conference through committees of leaders of the major commodity interests of the county, determining their adaptability to local conditions and to propose conclusions

suitable to the county, pointing the way to possibilities of development of the county's main sources of agricultural income. Farm, town and college cooperated in the undertaking. Committees of farm people gave time and thought to analysis and preparation of their conclusions. Local merchants, dairy manufacturers, feed dealers, banks and railroads cooperated in furnishing information helpful to the committees. Extension specialists from the college met with committees to bring latest results of research and latest information on trends of production and marketing statewide and nationally.

The conference was organized along commodity lines and included the following groups: farm crops, dairy, poultry, livestock, vegetable crops, horticulture including small fruits and tree fruits; special committees were named for soils and boys and girls club work. Fifteen to twenty leaders in each of these fields together with some representatives of business constituted membership of each separate committee. Each of these committee groups met separately, considered its individual problems and prepared a statement of agreed recommendations for consideration of the general conference which was a two-day county-wide meeting at which time these reports were presented for any desired modification. Then they were approved to serve as good program basis for the work of the organized groups and the Extension Service.

This meeting was of immeasurable value in organizing the agricultural interests of the county for actions along many of the lines which since have had marked upward affect upon the county's economy. For example, the committee considering horticulture recommended extensive increase in production of small fruits, particularly strawberries, black cap raspberries and red raspberries. The committee recommended wisely, as conditions since have proven, against increases in loganberries and gooseberries. At that time

this group of crops including potatoes returned about $1,410,000 of the county's income from crops and livestock. These groups last year brought $10,894,000 in income. Potatoes, the major item in 1925, were a minor item in last year's production list.

Another sharp example is the development of the poultry industry. At the time of the conference poultry stood low in returns accounting for only about $500,000 to the county's farm production. The poultry committee called attention to the outlet for eggs provided by the Pacific Cooperative Poultry Producers Association, outlined certain principles such as expanding the business on the basis of at least 1,000 hens for a commercial flock, 400 for a sideline operation and requirement of at least ten acres for each 1,000 hens. If these conditions were followed the committee recommended substantial increases in poultry production. In the years since poultry production has steadily increased and is now the number one single agricultural industry of the county in farm income, reaching approximately $7,500,000 in 1962. New principles, most of them first expressed by the Extension agents, now underlie the industry.

The committee on farm crops recommended increase in barley production and in corn, but cautioned against increasing other small grains. It recommended continued increase in grass pastures. At that time nearly one-third of the total agricultural income was obtained from small grains. At this time grain acreage has been gradually reduced, much of it replaced by pastures and as seed crops to the extent that livestock and seed crops annually exceed the income from cereals.

The conference recommended increased attention to alfalfa as a hay crop. Currently the acreage is 2,400. Alfalfa production is not now confined

to the superior soils as formerly was the case, but can be grown under proper practices on most of the soils of the county. It is the best possible hay crop. Four cuttings are common although a bit above the average, and five cuttings are frequently made. Alfalfa received particular attention at a later county planning conference -- the one held in 1954. There the farm crops committee recommended a series of alfalfa demonstration plantings on the Red Hills soils preceeded by soil analysis and the full fertilizer treatment indicated by this analysis. This recommendation was carried out by the county agent and contributed greatly to increase in acreage. Another series of field demonstrations contributed to this increase; this was demonstrations of the value of a new alfalfa variety DuPuits. This proved to be superior in vigor and yield and has now almost completely replaced the Grimm variety formerly used.

The committee on soils recommended lime and fertilizer programs which have become regularly established.

The sub-committee on 4-H Club work called attention to the 4-H Club membership of 130 members whose operations the year before had brought them a profit of about three thousand dollars. This work had been entirely conducted by county agent Holt through the assistance of a local leader for each separate club. The committee recommended that next year membership be increased to 250. This goal was more than reached as there were 501 enrolled in 1925. The committee made an appeal to both men and women to assist the program by acting as local leaders and recommended that the clubs be organized to support the major agricultural development projects in the county rural program. It was recommended that the Clackamas County fair board permit members to compete in open classes and made a strong appeal for the interest and support of parents.

The 4-H program has grown continuously since this time. In 1926 a county appropriation was made for an Extension agent to devote full time to the junior work, I. M. C. Anderson was appointed. In 1948 a second 4-H Club leader was added to the staff; this was a home economist. Since that time, except for temporary vacancies caused by changes in personnel, two county Club leaders have advanced the program.

As the program had advanced, demands for technical assistance increased, and when he retired Inskeep guided a staff of nine Extension agents. One devoted his time to technical considerations in connection with the grass and fertilizer program; one devoted most of his time to strawberries and other small fruits items; one worked on technical questions in poultry and forestry; and another handled work in connection with livestock.

To round out the program, a man and a women give full time to rural youth in the development of educational work in agriculture and homemaking through the 4-H Clubs; and, since the major purpose of increasing farm production should be to improve home life and community organization, two home demonstration agents work with the women of the county on questions of home and community.

Members of the Clackamas County Extension staff individually hold memberships in Rotary, Kiwanis, Chamber of Commerce, and women's business and professional groups. The county chairman serves as advisory member to the Agricultural Department of the Portland Chamber of Commerce. Extension agents are quite active members of these groups. One has served as Rotary president. They are also listed on Chamber of Commerce boards, civic boards, and on many committees. Some also belong to Farm Bureaus and Granges. Regardless of

membership, they serve in one capacity or another practically every civic and business association in the county and often serve as guest speakers.

The county staff provides each year an estimate of the gross farm income at the farm gate, carefully itemized. This information is greatly in demand by businessmen and industrialists both near and far. These figures are published and background stories prepared for the press at the end of the year.

The county staff chairman serves as an advisory member to the County Planning Commission. The Clackamas County Chamber of Commerce, at Extension's suggestion, obtained funds from the County Commissioner for an industrial and economic survey of the county and money for its publication. ~~[illegible]~~ The Clackamas County Farm Forum (Advisory Council) headed by Joe Guttridge, Estacada, last year made a study of local taxes. All of the investigations were made by individual members appointed on a committee named for this purpose. Marion Thomas, Extension Economic Economist, Oregon State College, helped the committee outline a procedure. Legal advice was provided free of charge by a local attorney. This study had the support of the County Commissioners and received courteous cooperation from all county officials.

Each year a small group of business and professional men tour the county by bus, studying agriculture, forestry and other county natural resources. The tour is organized by a committee of the local Chamber of Commerce headed by an Extension staff member. The State Board of Forestry, U. S. Forest Service, County Commissioners, Clackamas County Forestry Association representatives and other public and private officials lend excellent

assistance on these tours. Communities enroute are also involved. Thirty business and professional men joined the two-day affair this year.

Clackamas County was one of the early counties to establish a home demonstration agent. Miss Marie Anthony was appointed in February 1919. She resigned in December of that year when it appeared the county court would not make an appropriation sufficiently large for this work. The work was therefore suspended, except for more or less sporadic and sketchy programs led by the county agricultural agent. Miss Thelma Gaylord was appointed with county cooperation June 1, 1930, and remained five years, leaving to become Acting State Leader of Home Demonstration Agents on the central staff. Miss Gaylord was an exceptionally capable home economist and won the confidence of the county. She laid a strong foundation for this phase of Extension work which was continued without interruption except for short vacancies arising from change in personnel since that time. Currently Mrs. Helen McDowell is serving her 12th year as home agent.

The "Challenge of Change" being met by business and agriculture extends to the homemaker of today. She daily meets this challenge as she shops for her family, whether it is for food, fiber or the services she buys. She is faced with the challenge, too, as she makes use of the equipment in her home and as she works with the various organizations in her community. Keeping abreast of these changes and adapting them to the needs of her own family is important to the homemaker as she faces the basic tasks of caring for her home, and guiding the individual development of family members.

The difference between rural and urban homemakers continues to diminish. Each homemaker may have her own individual problem based on her

family situation, her standard of living and income, but these exist in both rural and urban areas. All face the same basic problems of homemakers, and all find consumer goods equally available. All see the need for continually developing their skills in management of their homes as well as in developing skill for doing certain tasks. Part or full time work outside the home becomes more common as women seek to supplement family income.

Clackamas County's home extension program is planned to help homemakers with their expressed needs and to help them to recognize other areas where they may receive help through this educational program. The opportunity for learning the things that help to carry out their responsibilities and to grow as individuals is given in various ways. One way is through the unit program where groups have organized for this specific purpose. Other ways include helping individual homemakers through office and telephone calls, home visits, news releases and some radio programs. Organizations other than the Extension units are assisted with special projects and programs.

Approximately 1,700 women in fifty organized Extension units meet each month from September to June to learn of new things in the areas of homemaking which have been selected for study. Organizations other than Extension units also carry many of these projects as part of their program.

The program for this and other years is determined by those who participate in it. Leaders from units and any other organizations wishing to participate are trained to present facts and trends in home and community living to the membership and through group activity and obtain an expression of needs and interests of the women. They are also encouraged to be observers in their communities to discover ways in which homemakers can be helped. Program

planning leaders then meet together to decide upon the projects that seem to be of most value to the most women.

One of the helpful factors in carrying out the planned program is the responsibility carried by volunteer community leaders. Because of their strong interest in the on-going learning opportunity available through the Extension Service they are willing to give of their time and energy to make it possible for women in their communities to keep up with current information and practices. Home economics agents train their local leaders in both subject matter and methods of teaching so they can successfully teach others what they have learned. This past year 79 training meetings were given, attended by 1,520 women. These leaders in turn gave 618 meetings where their subject was presented, with an attendance of about 8,500. Many leaders repeated projects for other groups to which they belong such as church or grange groups. The number reached in this way is not known.

In addition to subject matter training for project leaders, this process included training of officers of the organizations and for some committee chairmen who worked on county-wide projects including publicity, 4-H, and health and safety. A large percentage of the total membership of the units served in a leadership capacity in one way or another. Growth and development of the individual through this leadership responsibility is an important though often unrecognized benefit of training given.

In a recent year the subject areas of work and subjects selected were as follows:

I. Improving Management Practices in the Home.

II. Preparation and Preservation of Foods for Nutritious Family Meals.

Homemakers continuously seek new and different ways to prepare food in order to have variety and good nutrition in their meals. Preservation of plentiful foods at times when they are most abundant and least expensive help to stretch the family dollar. Foods projects for the year were selected to help women accomplish these things.

III. Clothing the Family.

Women are interested in keeping their families as well clothed as possible. This often involves construction of clothing, but an understanding of fabrics, their selection and care have become increasingly important.

1. New fabrics, their selection, care and use.

This project was especially timely because of the new Fiber Labeling Act that went into effect only a few weeks before the project was given. The need to understand the new labels to be found on fabrics and garments made from them was clearly shown. The different classes of fibers, their characteristics, and the finishes used on them were explained and samples of all were examined. General care for each class of fiber was explained.

The many unhappy experiences with fabrics which women had had, helped to illustrate the need for up-to-date knowledge about fabrics, and made them eager for accurate information.

2. Dressmaking I Workshop

This workshop was a follow-up of the one given the year before on pattern fitting. Dressmaking I was planned especially for

beginning seamstresses, but also to teach experienced sewers new methods of clothing construction. Basic principles involved in each step of construction were taught so women who received the training not only developed a skill, but also an understanding that would help in use of that skill in new situations.

Sixty-two local leaders were trained in four-day workshops and they in turn gave this to almost 300 additional women, about one-fourth of whom were non-unit members. Eight of the leaders trained were 4-H leaders who carried their information to other clothing leaders and to the girls they worked with in sewing clubs. Almost all leaders gave additional help to neighbors, friends, or relatives who were not in the workshops. Some gave demonstrations on certain processes to their entire units.

In addition to the time leaders gave to receive their own training, most leaders gave from 30 to 40 additional hours to prepration and teaching of others.

3. Sewing Machine Clinic

Sewing machine clinics were given to five groups of from five to eight women. This project had been given in past years, but as new people came into groups they requested this help.

IV. Making the Home and Grounds Attractive

The interest in home and groun improvement was met in two projects given this year, one on landscaping and the other on making drapes for the home.

1. Landscaping.

Basic principles of landscaping were taught to the unit women through discussions, slides, use of a flannel board and other illustrative materials.

2. Making Drapes

Simplified methods for making both lined and unlined drapes were taught in this project, and samples of each were constructed by leaders and many unit members. In addition to actual construction of the drapes the project emphasized the selection of drapery fabric to suit the room, and to meet the specific needs such as shutting out excess light, or giving privacy. Quality of fabric, color, and design were studied.

In addition to these regular program features additional projects were presented in crafts, self improvement, training of committee chairmen, and leadership of the Clackamas County Home Extension Council. Other special project activities were organization of the Great Decisions program for five adult groups and classes in social science in Oregon City High School. Two county-wide civil defense meetings were held to develop understanding of necessity of preparedness and some preparedness principles.

Regular appearances were made over radio station KEX. Weekly news releases went to all county papers, and the home economics agents assisted the 4-H program in training of 4-H leaders, in aiding with achievement day programs and in addition the Extension units contributed leadership and encouragement to 4-H groups in the area.

Farm organizations, P.T.A., lodges, churches and various youth organizations regularly received recreational news lists and current information. Trained leaders from the Extension units have presented projects to them. Judging of community and grange fairs and contests and assisting high school home economics teachers have been services rendered.

Since 1957 annual membership of boys and girls in 4-H Clubs has been more than 2,000 and has increased each year, reaching 2,714 in 1962. Since the initiation of 4-H Club work approximately 50,000 young people have been enrolled. There are currently 454 local lay leaders assisting the professional leaders in the organization and motivation of this phase of the Extension program. These leaders have organized a county 4-H leaders association which holds eight regular meetings each year devoted to consideration of such topics as: 4-H and the boy and girl, understanding boys and girls, techniques of leadership and preparedness for the county fair. The executive council of the county 4-H leaders association, consisting of the seven officers and chairman of regular committees, serves as an advisory group to the Extension agents. It assists these agents in planning some of the activities, in making recommendations concerning policy matters and general suggestions for the good of the 4-H county program. This council meets regularly four times each year and has frequent special meetings.

In addition to the two full time 4-H Extension agents, the junior clubs are assisted by the other Extension agents on the staff. The agent in charge of livestock assists with training meetings, judging tours and judging contests. The agent working on crops gives similar aid to the farm crops clubs. The agent working on poultry and horticulture also assists in training the clubs in their fields.

The major project areas of 4-H Club work include foods, clothing and livestock. The community leader system is currently being established in the county and 43 communities now follow this plan. The county has been divided into 65 communities for 4-H Club work. Fifty-seven of these now have active clubs. In the 48 communities with a community chairman, the chairman does all of the organization work in contacting both members and leaders. They also hold many area leaders meetings and in all areas make arrangements for the achievement programs in the fall and spring. A total of 72 4-H members are enrolled in the junior leadership project. These young people give assistance to new leaders. Many act as counselors of the 4-H summer camp and are active in many ways in the general advancement of the program. The first Empire Builders Club was organized with 11 4-H Club members last year.

Clackamas County youngsters participate freely in the many special events in the 4-H Club program. One-hundred and five members attended the annual 4-H summer school on the State University campus in June. All of these members received scholarships from business firms, organizations or the county or state fair. Two-hundred 4-H'ers between the ages of 9 and 12 attended the 4-H camp in June. Fifteen older club members served as counselors and three as craft instructors. Those attending the camp are chosen on a community basis by a committee of leaders or other interested people. Each community has a quota based on the number of eligible 4-H'ers between the ages of 9 and 12.

The county fair is a highlight of the 4-H program and is the largest special event held each year. Last year more than 1,300 different members exhibited and the total participation in special contests reached 498. During the year other special events were:

The seventh annual Junior Leadership Workshop was held at the county fairgrounds, July 8-9.

Counties which participated included Washington, Multnomah, Columbia, Clackamas and the City of Portland.

The purpose of the workshop is to give some training in leadership, provide for an exchange of ideas among the members and give them a chance to get acquainted with club members from other counties. The minimum age was fourteen.

Other special events were tours, schools and field days: know your sewing machine workshop, 4-H rabbit school, Simplicity style show, dairy judging tour, livestock field day, forestry field day, bread baking workshop, 4-H horse show, district forestry camp, Colorado exchange trip, vegetable and flower field day, entomology collecting trip and rock and mineral field day.

In the summer of 1960, Clackamas County was host to 30 4-H'ers from Larimer County, Colorado. In July 1961, 32 Clackamas County 4-H'ers and three chaperones returned the visit to Colorado. Plans for the exchange were made by a committee made up of three leaders representing the Leaders' Association, three club members from Emblem Club and county agents.

All 4-H'ers who were 14 years of age and older were eligible to apply for the trip. Approximately 70 applied and a committee chose 32. Two leaders were chosen in similar fashion and Donna McCoy, 4-H agent, chaperoned the group.

The trip was financed by clubs throughout the county holding special events, the Leaders' Association, and the exchangees themselves. Exchange members paid for meals and lodging enroute to and from Colorado. Transportation was paid by the many clubs and

Leaders' Association. While in Colorado the 4-H'ers stayed in the homes of Colorado 4-H'ers and special activities were planned for the entire group.

It was believed such an exchange program could be incentive for older club members to remain in 4-H as well as providing an educational experience for them. Club members who went on the trip reported to their local clubs, Emblem Clubs and the Leaders' Association during the following club year.

Achievement programs were held in most of the communities during the year. Eleven were held in the spring and the remainder during October and November.

More communities now have special evenings for their achievement programs instead of combining them with a P.T.A. or community club meeting.

Nearly all of the Extension agents participated in at least one achievement program. When one of the 4-H agents is unable to attend a meeting, one of the other agents attends.

Five demonstration days were held in different locations in the county in the spring to give club members and leaders training in giving demonstrations. Approximately 80 demonstrations were given. Many club members and leaders attended even though they do not demonstrate to find out possible subject for demonstrations as well as techniques in giving such demonstrations.

These demonstration days provide club members an opportunity to receive help in addition to giving them the experience of demonstrating before a group. This training improves the number and quality of demonstrations given at the county fair.

A county-wide talent show was held. Any club wishing to put on a skit or other talent demonstration submits a request. Approximately 250 club members participated in the show.

The Extension Service cooperated with the county Pomona Grange in sponsoring a recreation workshop during February and March. Four evening meetings were held on four successive weeks.

Miss Jessalee Mallalieu, recreation specialist, Oregon State University, was in charge of the workshop. Total registration for the workshop was 47. Seven persons attended all four nights and 18 attended three sessions. Groups represented included granges, home extension units, campfire girls, girl scouts, boy scouts and 4-H leaders.

County agent Inskeep retired in August 1961 and was succeeded by Afton Zundel. Zundel had at one time been county agent in Clatsop County for ten years after which he had engaged in the seed business, both production and marketing. While thus engaged he served a term as County Commissioner in Clatsop County. Prior to transfer to Clackamas County he served three years as a special county agent in Lincoln County to establish a rural development program financed by a special grant of funds from the Department of Agriculture.

There was no slackening of Extension Service activities because of this change in leadership. In fact, the growing interests in Extension in the county were made plain by an actual increase in activities and participation in them. The number of meetings open to the public increased by 62 with an increase in attendance of about 700. Activity within the office was also increased. Office visitors seeking information reached a total of 6,298, an increase from 4,982 the previous year. Newspaper articles, mainly for subject

matter teaching, reached 407, an increase from 316. Television appearances by staff members increased from 10 to 31 and radio appearances were 48 as compared to 7 the year previous. Mailing of requested bulletins and information circulars that are requested ran to a large volume reaching 53,486. During the year 430 circulars or community letters were dispatched by staff members. Visits by Extension Agents to farms and homes increased by nearly 300 to a total of 2,800. These were nearly all made upon request. Training meetings for adults, exclusive of 4-H leader training meetings, reached 109, increased from 76.

Projects continued to increase in scope. Clackamas County is one of the main sheep producing counties in western Oregon with ownership of approximately 36,000. The spring wool and lamb show was reorganized with special emphasis upon quality of lambs for marketing.

Programs involving greenhouse and nursery crops expanded. These crops currently account for about four million dollars annually in gross farm income. Flowering bulbs take first place, but there is a steady increase in other types including greenhouse output. Currently there are 12½ acres under glass, 12 to 15 acres under plastic houses. There was marked increase in the latter type of construction. A substantial start was made also in the sale of field grown cut flowers.

In 4-H Club work there was wide expansion in horse clubs. The number of horse club members reached 376 to take the lead over all other 4-H livestock projects.

In Home Economics in addition to the regular unit programs which include groupings under family living, family finance, home management,

nutrition and clothing, attention was devoted to the abundant food program, civil defense, welfare, the School of Nursing of the University of Oregon Medical School, granges, and other groups such as church groups, P.T.A.'s and womens clubs.

The Clackamas County staff members have set a fine example of effectiveness of integrated procedures. Last year one of the home agents assisted in the 4-H Club program by helping with leader training meetings in clothing and knitting projects. She also acted as co-director of the 4-H summer camp and helped set up the craft program for this camp. Hugh Caton, who handled the livestock program, assisted in the training of livestock and horse club leaders and made initial arrangements for the dairy tour, livestock tour and spring lamb show. Mr. Cook organized a 4-H corn club and set up the crops and weeds contest at the county fair. Mr. Wills assisted with training meetings for poultry members and checked all poultry projects as well as assisting in the 4-H camp program. County agent Zundel managed the spring Jersey and Guernsey show and assisted with the 4-H livestock and dairy judging contests at the county fair.

During the year a plan was developed to develop an executive committee of the county planning council, or farm forum, which has a total of 80 members. During the year three meetings of this group were conducted--two of them to hear committee reports, one on water resources and zoning, and one on county fair board and rural area development. The forum is engaged in a study of the Molalla water shed and the Clackamas and Sandy River water shed.

At the close of 1961 the Clackamas County staff members were: Afton Zundel, Clive Cook, Harold M. Black, David E. Passon, Robert L. Smith, Clayton S. Wills, Mrs. Diane McKnight, and Mrs. Helen McDowall.

SOME OF THE RESULTS FROM THE EXTENSION SERVICE PROGRAM IN LINN COUNTY

Approximately one-third of the land acreage of Linn County--475,000 acres--is in farms. Of this area 277,295 acres are crop land. Approximately one-half of the crop land area is in grass seed crops.

Annual cash income from sale of products from the farm land of Linn County has been in recent years about 20 million dollars a year. This is an increase from about five and one-half million dollars, the annual average from 1926 to 1940 and twice the annual return from 1940 to 1942. This sharp change in the economy of Linn County results from changes in objectives in the production pattern followed by the farmers and from improvements in management efficiency growing out of application of new technology and other refinements in methods. All of the changes in Linn County agriculture that have contributed to this upward trend in the economy can be traced directly to educational programs and promotional work of the county Extension agents along lines which were agreed upon in consultation with leaders of the various commodity interests and other special intesests concerned with the county's agriculture.

The single greatest change in the production pattern of Linn County farmers has been the establishment and growth of the small seed enterprise. The advancement of seed production probably has had the greatest constructive

effect upon the county's economy of any of the changes in pattern resulting from projects included in the work program of the county Extension agents.

Last year 75,000 acres were devoted to production of common ryegrass. There were 35,000 acres producing perennial ryegrass and 2,835 acres were alta fescue. In addition there were substantial acreages of highland bent and crimson clover and acreages of 14 other small seed crops. Examination of these plantings for certification of seed called for expenditure of 126 days time on the part of Linn County Extension agents and Extension specialists from the University.

One of the very substantial contributions of the small seed enterprise has been an indirect one. This is the effect upon land prices over a large part of the county. Large areas of a rather tight type of soil in the southern part of the county totaling as much as 150,000 acres could have been purchased in the late twenties and early thirties for 25 to 40 dollars per acre. As the result of seed production and establishment of a compatible companion enterprise, farm sheep, most of this land is now held at 240 to 270 dollars per acre and the infrequent sales that are now made are usually within this price range. Thus these two companion enterprises included within the production pattern of the county have increased land values approximately 30 million dollars.

A farm flock of sheep fits well into the seed enterprise. Another sheep husbandry practice which has outgrown the farm flock enterprises in volume has been pasturing feeder lambs during fall months on the fields in which seed has been harvested. Most of these feeders are purchased in other counties and the number pastured has been running 60,000 to 70,000 per year.

Notwithstanding the high success attained in the production of both types of ryegrass seed, the perennial type did not meet full favor in domestic or foreign trade because of coarse stems and foliage and some lack of winter hardiness. Accordingly, as a result of efforts by leading seed growers and county agent Mikesell, the Oregon Certification Board recognized an improved selection of the perennial type, established a new variety Linn, and set up standards for seed certification.

This was the second major activity to maintain the place of perennial ryegrass. In the early forties seed germination of this type went down as low as 20 per cent or even lower in some instances. County agent Mikesell appealed to the plant pathologists at Oregon State College and they isolated a disease organism and worked out effective control measures that are now in common practice. Thus "blind seed" disease came under general control.

In order that problems in the industry might be more accurately appraised and group action organized toward their solution, the Oregon Ryegrass Growers Association was organized. Growers in the more limited areas in Lane and Benton Counties were included.

Second in importance among the activities in land use that improved the economy of the county are those which may be grouped under the general term of development of water resources. When F. C. Mullen became county agent in January 1934 there were 68 acres of land under irrigation in Linn County. Last year there were 23,478 acres farmed under irrigation, and increase of about 4,000 acres in the past five years or a gain of nearly 1,000 acres per year. Low rainfall during the growing season during Mr. Mullen's first year

as county agent together with very satisfactory yield results on the eight farms utilizing irrigation directed unusual attention to the possibilities which lay in further similar utilization of the abundant unused water resources of the county. County agent Mullen personally helped to lay out 16 farm systems for immediate use and 18 for more gradual installation. Many of these layouts were used in succeeding years as result demonstrations. Field meetings were held on these demonstration installations. Tours, of both businessmen and farmers, were organized to visit them to observe results and county agent Mullen assisted the farmers to make out applications for water rights. Results were so clearly positive that this work has occupied much of the time of the county agent Mullen and his successor Oscar Mikesell, and by 1950 practically all stream waters in the county had been appropriated.

Since then this work has continued to include wells and ponds. There are now more than 300 farm ponds in the county, many of which are too small for all the purposes now desired. The state engineer now advises that all rivers and streams in the county are overappropriated and further development depends upon the construction of storage reservoirs on major streams. Leaders in the county are strongly supporting Mikesell, in steps leading to further water utilization.

Early in the time of county agent Mullen he developed interest in community-type irrigation plans and the first real program was worked in 1938 when on his invitation 80 property owners in the Lacomb district met with the Works Progress Administration. The Lacomb project was completed in 1940 as a result. The cost was $68,000 of which landowners furnished $21,000.

This was the first irrigation district organized in western Oregon under the irrigation district law. A year later the Muddy Creek irrigation district in southern Linn County, which reached over into neighboring Lane County, was organized. Other community type irrigation projects have been organized as follows:

Name	Type	When Organized	Source of Water	Acres of Filing
Riverview Ditch Co.	Cooperative Assn.	1952	Thomas Creek	1,314.9
Scio Water Improvement District	Cooperative Assn.	1954	Thomas Creek	500
Calapooia River Irrigation Dist.	District	1954	Calapooia River	7,500
Kingston Irrigation Cooperative	Cooperative	1960	North Santiam River	564

Hand in hand with the growth of irrigation farming has been increased land drainage. Land drainage has been going on in the county since the days of the early settlers. In recent years acreages drained have increased substantially. One reason is the fuller realization of the necessity for drainage under many conditions to insure profitable crop yields. A second reason is the cost sharing plan provided under ACP Practice Schedule. For example, in 1959, 52 farmers constructed drainage ditches affecting 1,367 acres, 29 tile systems were established improving 233 acres, and 49 farmers graded and leveled land for drainage improving 2,200 acres.

This activity was within the two soil conservation districts, East Linn and Linn-Lane, which had been organized for a comprehensive improvement program largely through the efforts of county agent Mikesell. Technical assistance within the district areas was provided by technicians of the Soil Conservation Service.

A third activity in connection with water management which has involved wide activities with a good measure of success has been cooperation between the Extension Service and the Corps of Engineers on flood control. One result is organization of seven water control districts to cooperate with the Corps of Engineers. These are:

Name	Type	When Organized	Acres
Linn County, Oregon District Improvement Company No. 3	Company	1937	862
South Santiam River Water Control District	District	1952	3,824
Beaver Creek Water Control District	District	1953	5,600
North Lebanon Water Control District	District	1953	5,200
Dever-Connor Water Control District	District	1954	4,914
Linn County Calapooia River Water Control District	District	1957	358
Liberty Improvement Company	District	1961	360

Later changes in the Linn County production pattern now include swinging toward greater volumes of horticultural production. These crops nearly all require summer irrigation and this tends to continue emphasis on water utilization. Thus, this project continues to be one of the most active in the Extension program.

At the time of establishment of the first county agent, Linn County farmers owned more dairy cows than those in any other county in the state. The number was around 14,000 and their production accounted for 17 to 20 per cent of the annual agricultural income. Production of butterfat per cow was low,

however--about 120 pounds annually against 168 pounds average for the state. Leaders who were influential in determining the work program of the first county agent were of the opinion that dairy production was a sound enterprise in Linn County if all known beneficial forces bearing upon lower production costs could be brought into force. Accordingly, the first county agents layed the foundation for a strong program which continues at the present time. Currently the number of dairy cows in the county is 10,000 and these account for between 11 and 12 per cent of the annual agricultural income.

Other land usage, notably vegetable production and now increase in horticultural production, has tended to reduce this percentage position of dairy products in the income picture, but the volune is still substantial. The number of dairy animals has remained fairly constant throughout the years, reaching a peak of more than 16,000 in the middle forties but lately coming down to current relatively low base figure.

The first attack on the improvement program outlined by dairy leaders and the first county agent, S. V. Smith, was toward improvement of the low butterfat production. In order to demonstrate the effectiveness of regular testing to discover the higher producers six dairymen cooperated with the county agent in a regular testing program. This pointed out easily attainable objectives. The following year 23 dairymen organized a cow testing association now known as a Dairy Herd Improvement Association. This organized effort still persists. The Linn-Benton Dairy Herd Improvement Association currently involves 59 herds comprising nearly 3,000 cows being regularly tested by three full time testers. Four-fifths of the cows involved are within the Linn County area. Another point of attack to reduce production costs which went

hand in hand with the testing association program was in improved breeding program, improved feeding methods and disease eradication and control.

The first county agents arranged for tuberculosis and Bangs disease testing by state and federal veterinarians. This was carried on through the years and the county became accredited in 1955.

A recent advance step in disease control was action of the directors of the Dairy Herd Improvement Association to make available to all members the California test for mastitis.

Working close with the Dairy Herd Improvement Association is the Linn-Benton Dairy Breeders Association which promotes the artificial insemination program which last year involved about 4,000 dairy cows.

County agent Massie works closely with the directors of both the Dairy Herd Improvement Association, the breeders association, the Linn County Jersey Cattle Club and the Linn County Livestock Association.

After twenty years testing, average production of butterfat of the cows in the association was 370 pounds. Currently the average for the cows in the association is 398.2 and the average production for the county is estimated at 300 pounds.

Linn County always has been one of the active counties of the state in 4-H Club work. A small number of boys and girls had been enrolled in the early Industrial Club work and a scattering annual enrollment serviced by statewide workers from the Extension Service was maintained. Interest was

maintained during the years when no Extension agent was available through servicing by statewide workers and the assignment of a temporary county 4-H agent for a seven month period in 1929. The assignment was financed by emergency funds in the central Extension Service. Previous to that there had been temporary appointments for shorter periods in 1922 and 1924. When the first Extension agent, Mr. Smith, conferred in 1918 with leaders regarding his program there was strong support for giving time to this area of Extension work.

Interest was well maintained by the temporary irregular servicing, however, and when county Extension work was re-established by the appointment of Floyd Mullen as county agricultural agent in January 1934 various strong interests in the county urged that it be made an important part of his program. Upon starting to organize the 4-H Clubs for the year the response was so heavy that it seemed unlikely an adequate adult program could also be given adequate attention. The county court, now for the first time enthusiastically in support of an Extension program, provided funds for the employment of Oscar Mikesell as assistant in club work in April and he became a full time Extension agent for club work the year following, July 1, 1935.

County agent Mullen resigned in 1943 and was succeeded by Mikesell. Mr. Mikesell continues to serve in this capacity and his long tenure has constituted a strong influence on the development of the economy in Linn County. He has become widely known as an effective teacher and skillful leader of action programs after agreement upon them by appropriate leaders in the county.

Under the full time work of Mikesell 4-H work immediately became an effective factor in Linn County livestock production. The junior work followed

closely the major Extension projects in livestock and the number of girls enrolling in home economics clubs increased rapidly. The whole 4-H movement was immensely stimulated by the construction of the Linn County 4-H Club Fair Building. This marked Linn County as one of the few counties with adequate headquarters for the 4-H programs major events. The center now serves many uses, but outstanding are the various 4-H Club shows and exhibits and the Kiwanis-sponsored annual livestock auction. Buildings and land represent an investment of $130,000.

Enrollment of Linn County boys and girls in the 4-H Club program over the years has reached a total of approximately 35,000. Last year it was 1,886 and the percentage of completions was 91 -- much above the average for the state and country. Many of the successful farmers of the county are former 4-H Club members.

The first negotiations between the college Extension Service and Linn County regarding establishment of a cooperative Extension program were in 1917 at which time the county court refused to participate in the employment of a war emergency county agent as a part of the defense program.

An Agricultural Council called the Defense Council was organized in the fall of 1917 by C. J. Hurd, a Lane County farmer, temporarily representing the Director of Extension in organizing counties without regularly employed county agents for the various war emergency programs. This Defense Council requested appropriation for 1918 from the county court. This was refused. Council members decided to raise private funds for the county's share of a cooperatively constituted budget. Thirty-five voting precincts were each allotted a specific sum and $1,300 collected. The county court certified these

funds as a county appropriation, thus bringing $1,300 of state duplication to the budget and $1,020 of Federal emergency funds were allotted by the Extension Service. Work was started on April 16, 1918, upon employment of Stanley V. Smith.

Mr. Smith was a graduate of Kansas State Agricultural College and had been a county agent in Colorado. He resigned in 1921. Mr. Smith returned to agricultural work some years later and served for more than ten years as secretary of the county Agricultural Stabilization Committee. In this capacity he worked hand in hand with county agent Mikesell and these two men undoubtedly have had more influence in developing the present status of agriculture in Linn County than any other two individuals.

In the fall of 1918, the county court placed the question of an appropriation for 1919 on the general ballot. Under the Oregon law, county courts are authorized to make appropriations at their discretion for cooperative Extension work. No provision is made for decision by including the proposed item on the ballot. Therefore, without legal status such action becomes, in effect, merely a straw vote. This is the only instance in the fifty years of the Oregon Extension Service when such a vote has been the basis of decision by the county court. In this case, the item was disapproved by the ratio of three to two. Again the Defense Council raised funds this time by canvassing school districts, and the Extension Service again cooperated financially.

The Defense Council brought in 90 farmers from the voting precincts to consider a work program with the county agent. Drainage was the first item agreed upon. Incidentally, this program set forth by the work committee was on sound ground because drainage, as has been brought out, has been one of the

most productive projects advanced in the county since that time. Agreement was reached that the county agent should organize a rodent control program, that he would establish field demonstrations of approved crop varieties and fertilizer practice and on control of Canada thistle. He should engage in boys' and girls' 4-H work, in pruning and spraying demonstrations, and organization of a livestock breeders association and a wool and mohair pool. All of the projects agreed upon at that time continued through the years as features of the Extension agents programs and contributed in varying positive degrees to the advancement of agriculture in the county. Later organization of a co-operative livestock shipping association was added to this program, and in its first year handled 67 carloads of livestock, mainly hogs. The financial gain from the shipments was estimated by the offices of the association as $6,000.

The idea that farmers and townspeople in a county like Linn have many problems in common took hold early. In the first days of Extension work there, the Chamber of Commerce shared quarters with the Farm Bureau and provided a meeting place for Farm Bureau committees. It maintained a labor employment agency, worked on a joint committee staging the 1920 corn and potato show, furnished speakers for community meetings and encouraged handsomely the famous Shedd Jersey Calf Club, first Oregon 4-H group to attain out-of-state prominence. The corn show was forerunner of a statewide exhibition now still made.

Seven hundred names appeared on a petition for a county appropriation for 1920, and 80 farmers and townsmen appeared at the budget hearing personally to support it. The vote stood 80 to 7, but the wishes of the seven prevailed and the appropriation was not made.

In 1921, in keeping the statewide policy, the Defense Council became the Linn County Farm Bureau which carried on programs in 21 communities. Mr. Smith then resigned and was succeeded by A. C. Heyman. Mr. Heyman had been a county agent in New Mexico. Twenty-three members of the group still known as the Farm Bureau underwrote the 1920 program to the tune of $2,000 which later was raised by subscription; and the Farm Bureau funds supported nearly three years of Extension work by Heyman. The first year four drainage districts were advanced, two of them being completed. Six carloads of livestock were shipped, 18 poultry demonstrations were held, testing cattle for tuberculosis was added to the program and 5,778 dairy cows were tested. Fifteen carloads of high grade Jerseys were sold to out-of-county buyers for breeding stock, a wool and mohair pool marketed 225,000 pounds, 18 farmers were taught to trap gophers, and 500 farmers distributed 1,300 pounds of poison barley over 50,000 acres of crop land for control of rodents. The savings of crops were estimated to be at $45,000. Two home economics clubs for adults were organized to be serviced by specialists from the college.

The state wide decline of the Farm Bureau dampened enthusiasm of the Linn County Farm Bureau officers and members. In the Extension Service, the administration had become opposed to raising of county cooperative funds by private subscription. It was, therefore, decided to discontinue Extension work in the county. Mr. Heyman resigned December 31, 1923. The lapse in service thus created continued until January 8, 1934, except for brief periods when a 4-H Club leader was assigned to the county without official local financial aid. Fred N. Williamson was assigned to the county for 4-H Club leadership in 1921 and 1922; William Baillie for eight months in 1924; and David B. Fales from March to December 1929.

In August 1933 the Extension Service was asked by the Department of Agriculture to do the field organization work for the initiation of the wheat control and corn-hog control programs which were basic to the broad agricultural program of the Roosevelt administration. C. R. Briggs was appointed Federal Emergency Assistant in Linn County for the wheat control program. This work was without cost to the county. As the work progressed it became evident that application of the program for Linn County would be much more complete and would bring substantial federal payments to farmers if a county agricultural agent were employed.

Many of the trends established in the early days by Smith and Heyman had continued. Some desirable additional directions had become clear, and the outlook for successful Extension programs was very bright. Floyd C. Mullen was named county Extension agent. He met with unusual interest in further advancement of drainage of wet lands and also a growing interest in irrigation. Production of grass and legume seed had made a modest start to replace some of the grain acreage in the county, and there was much interest in 4-H Club work which was declining in membership as the county school superintendent lacked the time to give it necessary leadership.

Thus out of the efforts of the original County Defense Council and the first county agents came four major developments in Linn County agriculture. First were drainage and irrigation, second development was the seed business. Third was an improved dairy industry. The fourth important development resulting from that early work was the boys' and girls' 4-H Club program.

In 1945 sentiment began to crystallize for construction of adequate facilities for the 4-H Club Fair. The 4-H Leaders Association, organized in 1934, took an active leadership position and obtained cooperation of the County Agricultural Planning Council, Chambers of Commerce, civic clubs, FFA Chapters and Granges. These groups together presented the needs to the county court and a ten acre tract near Waverly Lake was purchased in April 1946. The first livestock barn, 140' x 180', was constructed in 1948. Additions were made in 1954 and 1959 and last year, and the livestock barn is now 140' x 342'. An exhibit building was constructed in 1952, 40' x 60', and this was doubled in size in 1958. All of this improvement came within the general scope of the county fair activities and policies and racing commission funds and local millage tax provided the money needed without any special appropriation from the county. Traditional county fair features were not developed, as the center of interest grew around the county 4-H program, and the facilities are now permanently referred to as the 4-H Fairgrounds.

Soon after Mullen became the county agent, agricultural leaders of the county participated with him in decision to organize and conduct a County Agricultural Economic Conference as one of the second state wide series of these county events in which the Extension Service was cooperating with leadership in the counties. This first series developed a vital influence on the state's agricultural direction. It occurred in the ten-year period during which Linn County did not have a county agent; therefore this county had not been included in that series. Twenty-four leading farmers of the county representing the agricultural organizations and the major commodity interests met with county agent Mullen and organized themselves into a county conference committee electing John Shepherd as chairman. They decided to set up nine committees, each consisting of ten to 15 leaders within the

special interests of the committee. These committees took a look at the present position of their special interests, estimated future outlooks, canvassed some of the problems being met that impeded progress and recommended actions toward solution of these problems. The actions resulting became a major part of the program of the county agent.

The committees were Horticulture, Soils, Livestock, Small Fruits, Poultry, Dairy, Turkey, Farm Crops and Agricultural Economics. The Soils Committee concentrated on drainage and irrigation and recommended continued emphasis to bring more land under either drainage or irrigation or both. The Dairy Committee recommended dairying as a sound continuing enterprise under Linn County conditions and called attention to methods of improving efficiency. These were continued testing for disease, continuation of testing as a demonstration measure, expansion of pastures, and improvement in butter quality through the improved care of the raw product and use of proven breeding stock. The Livestock Committee encouraged increase in farm flocks of sheep, increased number of hogs and increase in cattle finishing on the farm. All the committees made similarly appropriate recommendations in their fields of interest, which became the basis for the county agent's program. Many of the recommendations were approved and accepted as part of the program of local granges, and other farm organizations. They became part of the loaning policies of the county credit agencies having to do with agriculture and served as a guide to newcomers to the county.

This process was repeated in 1938, 1941, 1946 and 1956. As these times evaluation of progress made upon the recommendations of the previous conference were an important part of the committee considerations. Leading women interested in home improvement phases of Extension work organized

a Farm Home and Rural Life Committee in 1941. 4-H Club work had also expanded to the point where the local leaders had organized a County Local Leaders Association, and a 4-H Club Committee was set up as part of the conference. The Farm Home and Rural Life Committee recommended educational campaigns on refrigeration, use of electricity in the home, clothing and textiles, family financial budgeting and improvement and greater use of county public health facilities. The 66 women who attended this conference gave one full day to a discussion of family living problems. In addition to the above recommendations they asked for a similar meeting of the group serviced by Extension Service specialists the following year. They went firmly upon record for continuation of the homemakers camp which 34 of them had attended the year before when it was started in cooperation with the Home Economics Council of neighboring Benton County. These women, through their own local leadership, made sufficient progress along the project lines on which they had agreed to maintain interest to result finally in adding a home economics agent to the Extension staff. The 4-H Club Committee recommended steps which utimately lead to the construction of the 4-H Club building on the fairgrounds.

While the development of seed production, the growth of irrigation and drainage and the progress of the youth or 4-H Club work are cited by many leaders as the programs making the greatest contribution to Linn County progress, they by no means mark any limits to the educational processes underway in the county initiated, motivated and evaluated by the Extension agents and the leadership of the various interests in the county. The educational subject matter offered by the county Extension agents, supplemented by the aid of Extension specialists from the college and from divisions of the U. S. Department of Agriculture, reached into practically every commodity interest in the county. As success was measured by results from these educational

contacts, more and more demands were made upon the resident Extension agents. Farmers finding that their information on improved technology usually worked well expressed their interests in wider questions. They became equally as interested in the marketing processes as in production and were interested in obtaining educational opportunities in public policy as it affected agriculture and rural life. The offices of the resident county Extension agents became very busy and active places as more and more of the county's citizens called for a constantly widening scope of information on more and more topics.

On April 3, 1944 Viola Hansen, working on an agent-at-large basis mainly on war program activities, included Linn County in her district. Her work attracted such favorable attention that in the fall the county court provided funds for her employment as full time home demonstration agent. The request of the county court was voiced chiefly through the agricultural planning council which had developed as a result of the two planning conferences. All members of the county Extension staff cooperated with Miss Hansen in the development of a strong home economics program. The response was surprisingly affirmative.

Within three years the work was well established based on 28 local units, so-called. A unit was a group of interested women located within easy reach of a community center who selected an annual study program. Each unit met usually eight times during the year in the advancement of their study program along the lines they had chosen. A unique educational method developed from these unit meetings -- this was a training of certain of the women as leaders in some phase or phases of the program to the point where they acted as instructors for other groups in other communities which for lack of time could not be included in the 28 which had complete programs.

One of her first active projects was instruction in clothing and textiles. In this project she trained 65 of these project leaders, some of whom served for three years. Twenty five meetings were held for training these project leaders and as a result 3,470 women attended 160 meetings on clothing. Through organization of other home interests other projects were advanced. A survey made by the family interest committee in 1938 brought out that fewer than half of the farm homes had hot and cold water and in 16 per cent water was carried from a well. Sixty-two per cent had electric service. By 1950, 95 per cent had electricity, and water supply and sewage disposal had made great progress.

Miss Hansen resigned in 1950 to accept a position on the state staff as assistant state leader of home economics program. By this time, however, she had or ganized a county group, the Linn County Home Extension Council, composed of representatives of the local study groups or units. This county-wide group was the main factor in deciding upon the annual program in home economics and other women's interests to be triggered by the home agent. This county organization still functions apparently with increasing prestige and strength.

Home economics projects continue to increase in both number and importance as more women become supporters of this phase of Extension work. This year more than 1,300 women were on the home demonstration agent's mailing list and the number of local Extension units reached 30. One feature which has accounted for increased interest, as shown by growing numerical participation, has been the participation of more and more young homemakers. Since the home demonstration agent finds it impossible to give instruction to the growing number of cooperators the local leader plan extensively followed by home

economics workers is proving very effective. This year 50 leaders handled some kind of programs with various groups in the county following the subject matter principles originating with the home demonstration agent.

Women who are alumni of the county committee sponsored an arts and crafts fair last year which was attended by more than 750 people. Exhibits were made by groups such as garden Extension units, garden clubs and rock clubs and there were 66 single exhibits.

The County Home Economics Council in 1962 is: Chairman, Mrs. Don Christenson, Lebanon; Vice Chairman, Mrs. Jack Todd, Corvallis; Secretary & Publicity, Mrs. B. W. Chambers, Albany; Treasurer & County A.C.W.W. Chairman, Mrs. Fred Dannen, Halsey; County Health Chairman, Mrs. Asa Smith, Sweet Home; County 4-H Chairman, Mrs. L. LaMunyan, Lyons; and County Safety Chairman, Mrs. Lee Hutchinson, Lebanon.

An excellent example of staff cooperation in handling a subject of importance to the whole family was the leadership given in considering Civil Defense. Ted Sims, Shedd, Linn County Pomona Grange Master, was chairman of the Linn County Rural Civil Defense Council. Other members of the council are Roger Detering, Harrisburg, representing Linn County Farm Bureau; Duane Drushella, Scio, representing Linn County Farmers Union; Rex Palmer, Albany, representing State Department of Agriculture; John Brandish, Albany, representing State Foresters Office; Richard Reed, Albany, representing the county's veterinarians; Chester Coleman, Albany, representing the county's food processors; Mrs. Eunice Houston, Albany, Linn County Civil Defense Director; and O. E. Mikesell, Albany, representing the Extension Service.

The Rural Civil Defense Council accepted the Extension Service's plan of holding a series of seven community meetings in the county. The Extension Service staff divided themselves into teams consisting of a man and woman to conduct the Rural Civil Defense meetings in cooperation with the Linn County Civil Defense director. The plan was to hold meetings at Central Linn High School, Oakville, Albany, Scio, Lyons, Lebanon, and Sweet Home. The Central Linn High School meeting was to be conducted by John Massie and Belva Covey, and the Oakville meeting to be conducted by Belva Covey and John Massie. The Scio meeting to be conducted by Connie Myer and O. E. Mikesell, the Lyons meetings to be conducted by Belva Covey and O. E. Mikesell, the Lebanon meeting to be conducted by Connie Myer and Norbert Vandehey, and the Sweet Home meeting to be conducted by Belva Covey and Norbert Vandehey. These were the members of the county Extension staff. A group of sponsoring organizations were selected for each meeting. It was the responsibility of the sponsoring organizations to arrange for the meeting place and assist in stimulating attendance. It was the responsibility of the Extension agents to bring the sponsoring groups together for the purpose of setting the dates and working out other details.

Members of the Council suggested that the Linn County Civil Defense Director discuss the plan developed in the county to handle the movement of people in the area, the handling of school children and the warning systems that will be employed in the county.

An all-day training session for agents was held in the county Extension office on February 23 under the leadership of Burton Berger, Oregon State University's Rural Civil Defense specialist. Attending were all the Linn Extension agents, Mrs. Eunice Houston, Linn County Civil Defense Director, and Colonel Archibald, Linn County Deputy Civil Defense Director.

Each member of the Extension Service staff carried out his responsibility by meeting with sponsoring groups in each community to arrange meeting places and dates, and agree upon publicity methods.

The series of seven meetings were held during March. At the meetings, the man agent presided and discussed protection of the family, livestock, and crops from fallout with the aid of a series of slides provided by Civil Defense. The woman agent covered the food, water, sanitary, health and recreation requirements during time of disaster. Visuals included food and water for one person for a week, first aid equipment, sanitary facilities, shelter plans and materials, recreation materials and monitoring equipment.

Also Mrs. Covey, Home Economics agent, gave a presentation to a county-wide Civil Defense training program for leaders of various groups. On the program were State and County Heads of Civil Defense, an Albany physician, a representative of the Red Cross and a representative of schools and others. The home economics agent gave training on Foods for Survival, showed Survival Kits of Food, talked about water and water storage and gave out the U.S.D.A. bulletin "Foods for Survival." The meeting was held in Albany with 156 in attendance.

Although the core of the Cooperative Extension program in Linn County as set out during the years has been in small seed, water management, 4-H Club work, and stabilizing dairying, these are by no means all of the areas of agricultural production and organized interest which have been advanced. For example, at one time, turkey production was an active project. In 1934 until the early forties turkey production was the most rapidly growing industry in Linn County. The peak was reached in 1945 when 235,000 birds

were marketed. That year poultry accounted for 17 per cent of the county's 15 million dollars farm marketings. High feed costs were by this time reducing profit margins in all phases of the poultry industry and numbers declined until poultry has become one of the lesser enterprises in the county.

Throughout most of the past forty years horticultural production has maintained about the same position in its contribution to the county's economy. Tree fruit and nut acreage have shown little change. Fruit prune acreage has steadily declined while filberts made some increase. The widest variation was experienced in a decline in acreage of strawberries. This situation now seems to be changing substantially, particularly in the case of strawberries, other small fruits, and vegetables. It seems not unreasonable to expect that the next substantial changes in land use on the production pattern will be continued development of these intensive small fruit and vegetable enterprises.

Conditions in the Willamette Valley, as a whole, the major one of which is sharp increases in land prices, are forcing increased attention to development of Extension projects in this more intensive production. Already underway is increase in snap bean acreage in Linn County up to 1,400 acres and in peppermint up to 3,800 acres. Vegetable acreages have increased as new market outlets have developed and strawberries under improved methods of management are increasing again in average with substantial promise.

In advancing the fruit and vegetable industry county agent Mikesell participated with the county agents in neighboring counties in organizing the fieldmen of the various processing plants for monthly meetings during the late fall, winter and spring months. This group considers questions of varieties, disease control, insect control, soil fertility factors, and many

other points in order that all may be up to date on production and handling methods and rendering to the greatest extent a sound advisory service. County agent Massie leads in servicing the horticulture projects.

Mr. Massie also holds an annual meeting of garden supply dealers and nurserymen arriving at uniform understanding regarding materials to be recommended for insect and disease control in all crops. He also at the appropriate time sends to special mailing lists a notice of spraying time and materials to use for selected crops.

Interest in soil improvement has been developing rapidly. For many crops there is a deficiency on most Linn County soils in lime, nitrogen, phosphorus and sulfur. Potassium deficiencies are beginning to appear now, also. Because of these deficiencies, more easily evident the longer the land is farmed, the value of submitting soil for tests by the Soil Testing Laboratory at Oregon State University is becoming apparent. In a recent year county agent Mikesell submitted 373 soil samples to the laboratory on which fertilizer recommendations were established.

Another recent development in the Linn County agricultural production pattern has been an awareness of the values in the farm forest. Since World War II market outlets have been developing which bring farm forest products into a good place as a farm crop. In 1953 county agent Mikesell organized a county farm forestry committee. Demonstrations have been established to show that the growing of trees can under many conditions be a profitable farm enterprise. Management practices demonstrated included planting methods, Christmas tree culture, pruning and thinning of pre-merchantable stands, and selling merchantable stands.

The youth of the county are being reached through 4-H forestry clubs, boy scouts and the schools. Under auspices of the forestry committee and assisted by staff members of the University School of Forestry, Mikesell organizes a forestry tour annually that attracts attendance of more than 1,000 sixth grade students.

County agent Mikesell organized and established one event which has had marked influence throughout the Willamette Valley. This was the annual Willamette Valley ram sale at the 4-H Fair Grounds at Albany. In the 22 years since the first sale this has come to be an important western Oregon livestock event. This year 165 rams and 32 yews were sold. To become eligible for the sale, both rams and yews are examined by a committee in order that they meet high standards of excellence. County agent Mikesell is executive secretary for the sale. While this use of time may approach service, the educational value is extensive and has resulted in immeasurable increase in the quality of the lamb crop in the Willamette Valley.

County agent Mikesell urges local livestock men to participate in the Willamette Valley feeder cattle sale held in neighboring Benton County. County agent Mikesell also is a leader in the 4-H fat stock auction held annually in Albany under sponsorship of the Kiwanis Club. This year the livestock entered by the 4-H members sold for $15,445.

Another event of importance to the sheep men in the county is the annual Linn County fat lamb and wool fair held in Scio. This was organized by county agent Mullen and has been held annually for 30 years.

From the early twenties the Oregon Extension Service advanced on the theory that the work undertaken should follow consultation with representative leaders in the respective fields and should follow in directions resulting from agreement on objectives and to a considerable degree upon methods. This has resulted in all counties and organization of numerous special interest committees the function of which has been assisting to decide work program, to aid in its wider understanding, and actually to assist its activation.

The number and type of these leaders groups or committees vary in the different counties and there are differences in the degrees and methods involved in use of these groups. County agent Mikesell has found them a vital factor in the Linn County program and has been very skillful in developing assistance to activate the various programs. Currently, for example, assisting and taking considerable responsibility of the Extension program is a farm crops committee of 11 leaders, a farm forestry committee of 15, a horticulture committee of 12, a land use committee of 13, and a poultry committee of 8. The county livestock association officers and three others serve as the livestock group and a dairy committee is in the process of organization to replace in this capacity the Linn County Dairymen's Association which has been dissolved.

Home economics work also involves extensive committee action which is headed up by a county advisory council of seven women.

4-H Club matters are given consideration by the executive committee of the 4-H leaders association numbering 14 men and women.

The type of work of these committees may be illustrated by the activities of the farm crops committee last year. This group organized the

Oregon Ryegrass Growers Association with 289 members. It brought about the appointment of a representative on the Oregon Seed Council; brought about the appointment of a seed grower to represent the committee on a committee of the Oregon Seed Growers League studying unfair trade practices; made an effort to bring about changes in the ryegrass reports by the Oregon agricultural statistician; and requested that the agricultural Extension agents prepare and send a circular letter to Linn County ryegrass growers and handlers dealing with Gulf annual ryegrass, labeling ryegrasses in 1963, crop prospects, and progress on the proposed ryegrass marketing order.

The land use committee, for example, completed the Linn County water resources study and presented reports at a public hearing in Salem. It also initiated a study on county planning and zoning and requested the Extension Service to initiate action on quack grass control.

The home economics advisory council functioned as follows: Twelve regular meetings were held during the year to assist in planning the total home economics program for Linn County.

The committee did an excellent job of interpreting the Extension Program to people -- served as a link between the homemakers and the agent.

Each committeewoman visited each unit in her district at least once during the year and gave evaluations of meetings.

Committee women -- explain Extension programs to units; assist with problems in units; look for talents among unit members as resource people and potential county committee members; locate resource people for programs for free choice meetings for units; assist the agent with officer training and program planning.

Some county committee representative attended each project training meeting -- assisted with registration and at times assisted with demonstration, cleanup and evaluation.

Experiencing the need for an over-all group, county agent Mikesell set up a county agricultural planning council composed of leaders or appointed representatives of this list of committees. The membership currently is: Hector Macpherson, Jr., Chairman, Robert W. Schmidt, Verlin Roberts, Lud Heyman, Wallace Detering, Robert Wilson, Ed Jenks, Duane Drushella, and Mrs. Don Christensen. This council met five times during the year with a good attendance record. One of its major activities was advancing the recommendation of the land use committee on planning and zoning. This resulted in the appointment by the county court of an official county planning association.

EXTENSION SERVICE IMPACT UPON UMATILLA COUNTY DEVELOPMENT

When the first proposal was made to organize an Extension program in Umatilla County in 1917 it was the number one county in the state in annual income from agricultural production. It held first place in the state in cultivated acres. It was first in number of horses and mules, and second in sheep numbers. It was the first in wheat production both in acreage and yield per acre. Notwithstanding this high position in wheat the farmers were growing some 16 or 18 different varieties of their major crop, including such well known old-time ones as Red Chaff Club, Bluestem, Jenkin's Club, Jones Fife and Galgalos. There were many 10 to 15 bushel yields and many fields of weedy wheat. At that time there were no smut-resistant wheat varieties, no acreages of improved dry land grasses or hardy alfalfas, no cattle or lamb fattening, and only scattering 4-H Club work. Most of the wheat land was periodically summer fallowed. These was no utilization of nitrogen fertilizer and no pea industry. Further, at that time there was no soil conservation work, no chemical weed sprays, no farm cooperatives, and of course no federal farm programs. The Farmers Union has small membership; otherwise, there was almost no organization among the farmers.

Now in 1962 Umatilla County still maintains its high position among the counties of the state in many respects, including most years first place

in annual agricultural income, but in some years relinquishing this place to Malheur County when conditions have not been the best for wheat production. The county still holds first place in wheat acreage and yield. In its yields a tremendous increase has occurred by reason of improved technology. Wheat yield for the county has run 16 to 85 in recent years. Wheat yield in the county now averages 39.8 bushels.

Included in the new technologies which have contributed to this great increase in productivity is a long list which can be traced back to research work by the agricultural experiement stations in the region and the demonstration program and advisory of the Extension Service. Important among these is standardization of wheat varieties. Four times the variety usages of the whole county have been changed by the development of new and better yielding types by the experiment stations followed by demonstrations by the Extension agents.

Development of the canning pea industry to utilize more than 50,000 acres of land, much of which previously was summer fallowed, has added substantially to the economy of the county. Likewise, utilization of nitrogen as fertilizer, chemical control of weeds and improved machinery and tillage practices are now common factors in production management which are exceedingly profitable.

The county now takes first place in the state in the fattening of steers and lambs using the increasing volume of forage available, and in the north end of the county, the Milton-Freewater district has reconstructed a major horticultural enterprise following extreme losses in the freeze of late 1955.

Umatilla County farmers, turning to the marketing aspects of their major industry wheat production, have organized and successfully maintained the Pendleton Grain Growers, Inc. for the distribution of their wheat and the cooperative purchase of production supplies. This organization is nationally recognized among farmer cooperative business associations.

In 1929 wheat growers of the Pacific Northwest began organizing in a broad way for the cooperative marketing of wheat. This movement was stimulated by the cooperative marketing program of the Federal Farm Board. A loosely organized group then called the Northwestern Grain Growers Incorporated worked on plans which involved organization of local, usually county, grain marketing organizations of Oregon, Washington and Idaho. This later became known as the North Pacific Grain Growers.

County agent Holt and some Umatilla County leaders attended all of the early meetings contributing to the development of this program. County agent Holt also obtained the advisory services of Extension specialist in marketing, George O. Gatlin. The organization plans first developed by Northwestern Grain Growers were not in line with recommendations of the Extension Service as expressed by specialist Gatlin. Improved plans were documented which were revised and rewritten several times as negotiations proceeded. Final agreement included most of the recommendations of the Extension Service, and county agent Holt at the request of organization leaders in neighboring counties explained the plans to leaders of six different Oregon groups. Numerous meetings of the board of directors of the Pendleton Grain Growers Incorporated were held in the office of the county agent -- as a matter of fact practically all meetings of that board from the beginning of the organization until establishment of its own offices were

held at the office of the county agent, with Mr. Holt serving as consultant sometimes assisted by specialist Gatlin.

All of these changes which contribute to a higher economic level for all lines of business in the county were initiated or substantially advanced in their initiation and acceptance by the county Extension agents who have composed the Extension staff since its establishment.

The first county Extension agent was located in Umatilla County on February 1, 1918. The Umatilla County Court had initiated cooperation with Extension Service as a part of the War effort. M. S. Schrock, who had been a county agent in Yamhill County in western Oregon, was appointed to the position. Immediately he was almost fully occupied by war emergency activities. He first work was to conduct a farm labor and crop survey requested by the National War Food Board. He worked closely with the U. S. Labor Bureau in placement of farm labor and in the period when the federal labor office was not active he handled this work alone. He assisted in helping farmers of the county, together with neighboring counties, in setting a going wage scale; he made a survey of wheat threshed and acres harvested for the War Board; he served as an advisor to the Draft Board; and gave time to countless other smaller tasks presented by the War Emergency situation. He did find time, however, to set up a County Agricultural Council, mapping the county into 22 districts or communities. He also assisted the Forest Supervisor in organizing the Gibbon Livestock Association, made up of users of the South Umatilla and Meacham Creek forest range. This brought the number of such associations to six covering all the ranges in the forest reserves.

There were 128 boys and girls in 4-H Club work but only 22 or 17 per cent completed their projects.

In preparation for a wheat variety demonstration program, the following year, a wheat tour through Umatilla and adjoining counties was held to observe the distribution of varieties, percentage of purity, and infection by smut.

A carload of Jersey cows of known production was purchased in the Willamette Valley for distribution among 21 farmers in the Hermiston-Stanfield district.

Mr. Schrock resigned in December 1918 and because his time had been so fully occupied with emergency work, very little Extension work of long time promise had been established.

The county court, however, was convinced of values in a more permanent program and appropriated funds for continuation of the work. The court made a request to the Extension Service to look over the entire west to locate the most competent available person who could be obtained for a salary up to $5,000 per year. The appropriation was sufficiently generous to provide a budget which would permit this salary and necessary expenses. Since the highest salary of a county Extension agent in Oregon was $3,000 a year, this was an unusual display of faith in the possibilities of county agent work. After canvassing the western country it was decided that Fred Bennion, assistant county agent leader in the Montana Extension Service, who was available at a salary of $4,000 per year, was the best prospect for the Umatilla County

opening. He was willing to step down a degree in professional status in view of the salary available and the opportunities in Umatilla County.

Mr. Bennion remained in the county eight years and initiated strong improvement programs some of which were responsible for bringing the county agriculture to its high development of current times. Although raised on a large ranch in Utah, Mr. Bennion was not a professional agriculturist by training. However, he had tremendous capacity for work and exceptional organizational ability in bringing sound technology from many sources to apply to the needful situations which he recognized. He also had initiative in meeting emergencies, a part of the work in which he took great delight. He established himself as a leader in the county in his second year by effectively handling one of these emergencies, the most serious he faced.

A gasoline and distillate shortage developed and there was no fuel available for trucks and tractors with the harvest season rapidly approaching. In his first year in the county Mr. Bennion had organized a county farm bureau on a managership basis with 275 farmer members. He acted as the executive secretary of this organization, set up primarily as an educational mechanism and not for purposes of marketing or purchasing. Acting for the farm bureau he located an available supply of distillate and gasoline in California. By this time distillate was entirely off of the market in the northwest and gasoline was very short.

Arrangements for purchase were made in California which required much organization on the receiving end. Eight banks in the county were enlisted for cooperation. When a farmer ordered the distillate, he signed

a statement authorizing the bank to draw on his account an amount sufficient to pay for it. A sufficient number of authorizations were signed up to make up a carload at a given point. They were deposited with the bank that had the most customers in the pool. The car was then ordered sight draft against that particular bank. The authorizations were then deposited with the bank for security.

As each car was shipped from the refinery, the oil company wired the county agent the number of the car and date of shipment. A postal card was sent to each subscriber stating the time the car was expected. The railroad company watched the cars at the nearest freight division point and notified the county agent the day the cars arrived. This made it possible to telephone the farmers one day in advance so there would be no question about their being on hand to receive it.

Pipe, hose, nozzles, and other plumbing fixtures were purchased by the county agent and the cost pro-rated among the farmers receiving distillate. The demand for the fuel was keen and as all had practically paid for it in advance when they signed their authorizations and as they understood their responsibility for taking the amount they had signed for, there was no difficulty in unloading the cars promptly.

The day following the unloading, a financial statement showing the distribution of the car and the expense incurred was filed with the bank and a copy sent to each farmer who received distillate from that particular car. The bank then made charges and collections in accord with the statement. They then honored the sight draft, paid the freight, and the road tax, and the cost of distribution.

Twelve carloads of distillate were delivered and then a second pool was organized. By this time, this project was so large that the market project leader of the farm bureau and the county agent could no longer handle the work involved. Therefore, one-half cent per gallon was added to the cost of distribution and a man was employed to supervise distribution.

This emergency action involved 27 carloads of fuel finally, and enabled Umatilla County wheat farmers to meet their harvest requirements without loss. It also served as a demonstration of a cooperative project. For some years thereafter farmers, assisted less completely by the county agent, organized for cooperative purchase of distillate and gasoline. This action was one of the significant forerunners of the organization of the Pendleton Grain Growers.

Another emergency action of Bennion's time was obtaining seed wheat. During one severe winter freeze, most of the winter wheat in the county was lost. Bennion located spring wheat supplies and organized farmers and financial interests for purchasing and distribution and obtained all necessary seed for the county needs.

Early in the work in Umatilla County it became clear that because of the wide scope of agricultural interests of the county the wise selection of fields of work which could be productive in constructive results would be difficult. It was necessary that time allotments to the various possible projects must be made carefully, otherwise efforts of a single agent would be spread too thinly for accomplishment of measurable results.

The wide range of work projects which early came to the front is illustrated by the summary of the activities of county agent Bennion for the reporting year 1923:

1. ORGANIZATION

Organized Farm Bureau including ten communities with 330 members. Cooperated with committeemen in carrying on activities of organization.

2. CROP IMPROVEMENT

Carried on 86 demonstrations. As result of fall planted Federation demonstrations yield 9.2 bushels per acre increase over other varieties, acreage in the county increased from 160 acres to 8,500. As result of Hard Federation demonstrations which out yielded all other spring varieties, acreage increased from 247 acres to 1,900.

Certified Red Chaff increased from mass selections made three years before, out yielded the native Red Chaff four bushels per acre in the demonstration trials, showing also that food smut control could be secured with a better stand and a saving of seed.

Conducted wheat variety demonstration tour and field meeting, 125 farmers producing over two million bushels attended.

Established and maintained the largest grain nursery in the state outside of the experiment stations. Tried out the most promising smut resistant wheats from Moro and Washington State College Experiment Stations. Continued nursery in fall of 1923 planting 750 rows at Elmer McCormmach's, and starting a new nursery for barley varieties at Pilot Rock.

Cooperatively pooled and distributed 4,290 pounds of Grimm and Common alfalfa seed saving $354 to 23 farmers and 3,000 pounds of corn and sunflower seed saving $83 to 14 farmers.

Additional values secured by growers thru potato certification amount to approximately $4,000. Inspected 447½ acres of potatoes for 34 growers.

Inspected 18,836 acres of grain for 67 farmers, 13,858 passed inspection.

Obtained on draft seven cars containing 9,255 bushels of certified seed wheat and 36,000 bushels exchanged thru information thus furnished. Thirty-five farmers received $3,290 premium for seed grown.

Managed Northwest Grain and Hay Show held in connection with the Pacific International Livestock Exposition. Personally collected 150 entries from Umatilla County winning about $600 in cash prizes.

Organized second annual Umatilla County Potato Show.

Conducted five wild morning glory eradication demonstrations.

3. DAIRYING

Assisted in maintaining Hermiston Jersey Breeders Association, conducting tour and holding two-day breeders school.

Organized Walla Walla Jersey Breeders Association, held breeders conference and conducted tour.

Secured high class purebred Guernsey bull for Helix farmers.

Held three feeding meetings at Hermiston, Stanfield and Umapine, attended by 135 dairymen.

In cooperation with Bureau of Animal Industry tested 2,837 cows in 440 herds for tuberculosis, finding 13 reactors and 8 suspects.

Conducted the only contagious abortion eradication demonstration on a community basis in the West. 350 cows were tested during the year 1923.

Cooperated with committeemen in conducting successful Dairy and Hog Show.

4. LIVESTOCK

Assisted in completing survey 7,000 cattle belonging to 54 men regarding cost of cattle production. Figures presented to Forestry Service in plea against increasing grazing fees.

Handled government stallion owned by RE-Mount Service.

Summoned assistance from the State Veterinarian and cooperated in eradication of serious hog cholera outbreak.

Assisted Hermiston Hog Breeders in showing four carloads of hogs at the Pacific International, who won about $1,000 in cash prizes on fat car lots and fat pens.

5. HORTICULTURE

Secured the adoption of community development programs at Milton-Freewater and Hermiston and the adoption of a constructive county horticultural program at the county-wide meeting held at Pendleton.

Conducted a successful demonstration tour to Kennewick attended by 125 growers and businessmen from Hermiston.

Held ten pruning demonstrations attended by 195 growers. As a result of four years demonstrations new pruning methods bringing trees into bearing earlier, and with larger bearing surface adapted on 2,400 acres by 80 per cent of the fruit growers.

Held spray equipment demonstration, pest control meetings, carried on system of securing accurate information regarding time for applying codling moth sprays.

Held three thinning demonstrations attended by 60 growers. Conducted five orchard tours attended by 111 growers.

Assisted in securing Federal fruit inspection for Umatilla County.

Cooperated with Milton-Freewater orchardists in holding successful apple show.

Cooperated with various fruit marketing agencies in the development of their plans of marketing.

6. POULTRY

Largely as result of work on demonstration farms, newspaper publicity, and talks advocating increase in commercial poultry raising in districts of the county adapted to the same, number of farms on which poultry is made a regular part of the farm business with at least 200 hens increased from two farms with 1,175 hens in 1921 to 56 farms with 19,250 hens in 1923.

Fourteen poultry meetings were held attended by 327 people.

7. FARM ENGINEERING

Gave publicity and information thru demonstration tour and other means to the rotary rod weeder. The increased use of this

implement in 1923 reduced cost of summer fallow approximately $12,000 thru decreased man and horse labor required.

8. RODENT AND CONTROL

Mixed and distributed 1,680 pounds of squirrel poison among 90 farmers.

Assisted in holding rabbit hunt and distributed 80 ounces of strychnine. Estimated saving to crops $1,000.

Conducted gopher poisoning campaign in West end of county.

Assisted in controlling potato bug damage in irrigated districts and in eradicating pest where it appeared on Weston Mountain and isolated districts.

Cooperated in investigating extent of eel worm damage and possibility of control.

Helped prevent quarantine on Umatilla County hay producing section.

9. FARM ECONOMICS

Distributed posters and conducted advertising campaign in other states calling attention to the necessity for harvest labor in Umatilla County.

Held two farm finance meetings for the purpose of showing the relationship between proper balance on farm enterprises and farm income.

Gave assistance to the Pacific Cooperative Wool Growers, the Cooperative Grain Growers and the Oregon Cooperative Hay Growers.

Participated in 22 marketing meetings attended by 1,505 people.

Assisted Milton-Freewater marketing organizations, the Umapine Creamery and the Weston Mountain Seed Potato Growers in strengthening their organizations.

On plan worked out by the County Agent, Hermiston Dairy and Hog men saved $2,383 on cooperative purchase of 13 cars of dairy and hog feed.

Thru cooperative purchase of carload of sulphur, carload of salt and carload of distillate $700 saved.

Cooperated with Farm Bureau in marketing activities as follows:

A. Secured change in customs ruling regarding branding of imported bags, saving between $10,000 and $15,000 to Umatilla County's bag bill.

B. Formation of schedule of discounts and smutting charges prevented increase in schedule.

C. Securing immediate return of terminal weights and grades and making appeals.

D. Securing ammendment to grain inspection law providing for state inspection on the track by insprectors not in the employ of anyone interested in the buying, selling or marketing of grain.

E. Insisting upon uniform inspection of incoming and outgoing grain.

10. 4-H CLUB WORK

Organized two potato clubs on Weston Mountain, one pig club, one poultry club, one calf club, and a bee-keeping club at Hermiston, with a total of 59 members. Fifth-three completed the work.

Trained and accompanied stock judging teams to the State Fair, and Pacific International. Three hundred dollars in prize money was won by boys exhibiting at latter show.

11. BEE KEEPING

Acted as county bee inspector appointing deputies and organizing work. Conducted two bee inspection tours. 111 licenses for 4,670 colonies taken out.

Held eleven bee keeping meetings attended by 304 people.

Established demonstration apiary at Hermiston for carrying on inspection work.

As the volume of work requested by rural leaders continued to increase arrangements were made with the State Board of Horticulture whereby the work of county fruit inspection, centered largely in the Milton-Freewater district, would be done by a man qualified also for Extension work. In 1926 R. F. Wilbur was appointed assistant county agent and charged with fruit inspection responsibilities. This was a definite break in established policy as it always had been policy to definitely separate regulatory work from Extension teaching. This was a national level policy. In Oregon, however, in a few cases including the one in Umatilla County, county Extension agents served through an agreement with the Board of Horticulture as county fruit inspectors in counties where this position was of less consequence and where the counties, for this reason, did not wish to employ a qualified person on a full time basis. As the state's agricultural production values increased this arrangement was gradually abandoned.

In 1927 arrangements were completed for an assistant county agent to work on the irrigation projects of the western part of the county in the Hermiston-Stanfield area. It was concluded that because of distances involved this new worker should reside in Hermiston; and likewise, that the county agent also serving as fruit inspector in Milton-Freewater should reside there. George H. Jenkins was employed for the Hermiston district and began work August 1, 1927.

In 1947 acceding to the requests of local leaders the Umatilla County Court made an appropriation for a full time 4-H Club leader. This was followed by an additional or second 4-H Club leader in 1960. This provided both an agricultural and home economics leader for the 4-H Club program which also was assisted in their respective areas by the assistant county agents in residence in Milton-Freewater and Hermiston.

The county had established a home demonstration agent in 1918, but this phase of the Extension program was discontinued in 1923. It was reinstated January 1, 1936. Miss Frances Clinton was transferred from Multnomah County and the service has been continuous since that time.

In November 1926 Walter A. Holt was transferred from Clackamas County to Umatilla County and entered tenure of nearly nineteen years. Mr. Holt was a graduate of Washington State College and had been raised on a wheat and livestock ranch on the Snake River. Mr. Holt found that the pressures upon him for time by the wide interests of the county still presented a serious problem in program emphasis. In his time of service he succeeded, however, in laying more ground work and making substantial progress along improvement lines which since have become highly developed.

Early in his tenure it became apparent to him that the soil problem underlying wheat production, which constituted more than 70 percent of the county's annual agricultural income, was of fundamental importance. It had long been the accepted notion that commercial fertilization of the wheat lands was impractical from the standpoint of costs involved offset against any dependable increase ratios in yield. He, however, persuaded a few wheat growers in the different communities to cooperate in the establishment of small test fields. He also obtained the cooperation of some of the chemical companies which provided materials needed at a low cost, or, at times, without cost. These test fields showed very frequently positive results easily within good economic possibility.

Mr. Holt also gave attention to weed control in large areas of the county threatened with the virtual loss of wheat producing potential by weeds, particularly wild morning glory. Mr. Holt here likewise persuaded the farmers to cooperate in control measures. The one showing most promise at the time was application of sodium chlorate. Prior to this time attempts to control wild morning glory had been made utilizing ordinary stock salt. This, however, resulted in sterilization of the ground for crop production for a number of years, perhaps in some cases 15 or more.

In the last 20 years because of the success of these early trials regular application of weed control chemicals has been universal practice in the wheat producing areas. This practice is one of several that have become standard in wheat production which have resulted in the increased wheat yield of about 30 percent in the past 15 years. This remarkable increase in yield may be attributed mainly to the following management practices in addition to

weed control: fertilization with nitrogen, changing the varieties seeded, and replacement of horse and mule power with mechanization.

Perhaps the greatest influence on yield has been the use of nitrogen in the form of anhydrous ammonia. Early demonstrations continued through the years indicated positive results from nitrate application but practical economic means of procurement and application had not until fairly recently developed to the point where the practice of application became general.

Victor W. Johnson had succeeded Holt as county agent July 1, 1945. He was a graduate of Oregon State College and had served as county agent in Lake County for 15 years. In about 1947 he read in an agricultural journal about the use of anhydrous ammonia in Oklahoma in an experimental way. Soon thereafter he learned of similar utilization in California, and soon Art King, specialist in soils, organized a group to visit California to observe this process. County agent Johnson was not in the group which visited California, but Russ McKennon of the feed and seed department of the Pendleton Grain Growers made the trip. The results McKennon had observed were so promising that he was interviewed over the local radio station by county agent Johnson. That year the first application of anhydrous ammonia was made on the Pendleton Branch Experiment Station. Because of the results obtained which Johnson publicized and use as one basis for his advisory relationship to the wheat growers, the practice spread rapidly and now for about 12 years has been almost a universal practice. In fact, currently only six or eight wheat ranches in the county have not adopted this management practice.

The wheat variety pattern generally followed by wheat growers has changed completely four times since Extension work was established in the

county. Early in the tenure of county agent Bennion the Moro Branch Experiment Station in Sherman County released two Federation wheats which have been grown successfully on the station and in small plots of other counties following importation from Australia. These were spring wheats known as Federation and Hard Federation. The Federation type was fairly winter hardy. Mr. Bennion established substantial acreage demonstrations and shortly these wheats had largely replaced most of the miscellaneous varieties customarily grown. Umatilla County is mainly a winter wheat county and there were times when the Federation yields were cut by winter injury. County agent Holt organized a series of demonstrations to establish the adaptability of the Rex variety. Gradually the major acreage shifted to this variety developed at Sherman County Branch Experiment Station. Later, following the same educational process, Rex wheat gave way to Elgin and Elmar. These in turn gave way to Omar and Brevor, currently the major varieties grown in the county.

County agent Johnson is continuing the study of wheat varieties and at this time as a result of field demonstrations for observation of Gaines, another product of the Washington Experiment Station which shows apparent superiority over all other known varieties for conditions that exist over much of Umatilla County, 40,000 acres were planted in the fall of 1962.

The three major projects in wheat production--variety change, weed control, and nitrogen fertilization--have added tremendously to the annual financial returns from the wheat crop. Exact valuation is impractical, but it is reliably estimated by leaders in the county that increased returns from changed wheat varieties have over the years reached more than 26 million dollars. In a shorter time weed control measures are estimated to have been responsible for an increase of 10 million dollars and the utilization of nitrogen for an increase of more than 22 million dollars.

Another development which has added substantially to the economy of the county has been the production of green peas for processing. (Extension cannot take credit for starting pea industry. E. J. Burke of Walla Walla and E. B. Foster are generally credited with starting the pea deal.) This phase of agriculture involved 30,000 acres or more by the early 40's and currently involves 53,000 acres. The annual income from peas has exceeded four million dollars on the average for the last five years prior to 1962. This year it was $4,581,850. Pea production has adapted to lands receiving around 15 inches or more of annual rainfall. This management development fits into an annual cropping plan without limiting influences on wheat yields following the peas. This volume of production has resulted in establishment of seven processing plants in the county.

In the early days pea production was threatened by infestations of pea weavils and aphids. County agent Holt called upon the experiment station for aid in developing control measures. These were successfully established and the young and promising industry was saved. Holt also put on the first chemical control demonstrations for controlling weeds in peas.

Currently county agent Johnson is checking out fertilization practices for pea production as most economical methods have not been fully determined. One recommendation has been fairly well established; it is application of ammonium sulfate to wheat stubble in the fall prior to seeding the peas.

In the depression county agent Holt was very active as a leader in the various relief measures which were developed. Of first importance to Umatilla County, because of the high position of wheat in its economy, was the

wheat production control program by the Administration through the Department of Agriculture. The Extension Service was the only Department of Agriculture organization covering the entire country and it was assigned the task of setting up an organization for activating the control program and was asked to manage it on a temporary basis until a more permanent setup could be developed. County agent Holt set up the necessary temporary committees and explained the features of the program to the wheat growers. Applications for contracts numbered 1,154 and included 97 percent of the wheat in the county and 88 percent of the farms.

Cash benefits in payments by the government to the farmers this first year were $942,000.

Another useful emergency function performed by county agent Holt was assistance in arranging loans for farmers. A total of 250 loan applications were prepared in the Extension office. These applications were to the Regional Agricultural Credit Corporation and the Crop Loan Office of the Department of Agriculture. Blanks and instructions were distributed to a large number who completed their applications with the help from the Extension office. County agent Holt handled the details of the distribution of the crop loan funds going as far as recording the mortgages at the courthouse.

Mr. Holt organized a subsistence garden program and handled the details of the purchase of 300 sets of garden seeds for relief families and assisted the relief agencies in distribution. A series of canning and food preservation meetings covering all parts of the county were conducted in cooperation with home economics specialists from the college. Another series of meetings organized in cooperation with the local offices of the Red Cross,

the Salvation Army and the county health nurses was held for the purpose of giving instructions in the preparation of low cost but adequate meals. Meat cutting and curing demonstrations were conducted with the aid of H. A. Lindgren, Extension specialist in animal husbandry from the central staff.

Arrangements were perfected by county agent Holt with the Red Cross to distribute eleven carloads of wheat for livestock feeding.

The Umatilla Experiment Station has had good success with its experimental work on turkeys and work in feeding, disease control, and killing and dressing required more time of county agent Holt than any other work in the Hermiston-Stanfield area. A shipment of high class breeding birds were located in Douglas County and were brought to Hermiston to improve the quality of the flocks there.

As the industry increased the market question became of growing importance. County agent Holt brought about affiliation of the turkey growers with the Northwest Turkey Growers Association, a cooperative. In 1931 five carloads of birds were marketed through this cooperative. This proved a successful venture.

To improve quality and otherwise advance the industry the Eastern Oregon Turkey Growers Association was organized at Hermiston. The first year of its organization the number of prime birds marketed was increased from 50 percent to 88 percent. This association, with 74 members owning more than 30,000 birds, carried on an active promotion program.

Mr. Holt was also active in establishing other marketing groups in the Hermiston-Stanfield area. Among these were the Farm Bureau feed and seed store, Umatilla Cooperative Creamery, farmers gasoline and oil service station, Grange Cooperative Lumber and Hardware Company, a cooperative cold storage plant, and a cooperative cannery.

Prior to 1931, the oil companies had delivered gasoline to the farmers on the basis of top price contracts. During the early part of 1931, practically all of those contracts were cancelled by the oil companies, and the price of gasoline advanced to 21½¢ delivered to the farms. In the latter part of 1930, county agent Holt undertook a study of cooperative oil companies and found that they were uniformly successful. Umatilla County used between three and four million gallons of gasoline annually, most of it purchased in large quantities. It seemed reasonable, therefore, that this county could profitably develop a farmers' oil company. The question was submitted to leading wheat growers and others, with the result that in the spring of 1931 the Umatilla Oil Company was incorporated.

Records show that about that time farmers were paying 21½¢ per gallon, and that almost immediately after the Umatilla Oil Company was organized, representatives of the oil companies began combing the farming districts to inform the farmers that they would reinstate their top price contracts. No reason for the change in position was given. That meant that a saving of 4¢ per gallon actually occurred in the case of every wheat rancher who bought gasoline in 1931, with the exception that during the gasoline price wars occurring in the summer the saving was very much greater. Wheat farmers in Umatilla County saved on their gasoline purchases in 1931 a minimum of 4¢ a gallon on at least a million gallons, which would amount to

a saving of $40,000. The facts are that the economy effected was substantially greater than this minimum figure.

When the gas wars brought the price of gasoline below any possibility of profitable operation, the Umatilla Oil Company marked time and did not get into actual distribution of petroleum products. Following the gas war prices, the Umatilla Oil Company again became active and continued to exert an influence leading toward lower gasoline costs than would have occurred had the organization not been in the field.

In 1932, pending completion of negotiations for bulk gasoline facilities, the county agent in cooperation with the Umatilla Oil Company and the group at Weston was responsible for the trucking into the county of a minimum of 70,000 gallons of gasoline at savings ranging between 3 and 4¢ per gallon. Not only did this save wheat ranchers more than $2,000 but every gasoline purchaser in the wheat district was given advantage of the lower prices which prevailed due to the competition offered the usual distribution agencies. The saving amounted to much more than 1¢ a gallon, but even at the rate of 1¢ a gallon the total saving exceeded $20,000. The proper figure would be a reduction cost of four or five cents a gallon, and even higher than that when it is realized that the 21½¢ price certainly seemed to be the aim of the major oil companies.

This project was undertaken by the county agent Holt because it appeared to be one that would most quickly show returns in reducing farmers' cost of production, and naturally the wheat growers being the largest users of gasoline, they were the group that profited most. To state that the

activity has saved the county more than $100,000 in two years is conservative as the figure actually must be considerably higher than that.

The Umatilla Oil Company has purchased a 20,000 gallon bulk storage plant and has already distributed a 10,000 gallon carload of gasoline of higher quality than has ever before been offered for farm use in Umatilla County according to the testimony of those ranchers who use the gasoline. The temporary cessation of activities by the bank in Pendleton made it necessary for the oil company to temporarily discontinue operations, but the fact that it was in the field is very likely the reason for the great activity among the representatives of the oil companies in selling to farmers the third structure gasoline which was offered at less than 15¢ a gallon. Prior to the establishment of bulk facilities by the Umatilla Oil Company it was not possible to buy third structure gasoline from the major oil companies.

During the tenure of county agent Johnson the agricultural practices on the western portion of the county, which is largely the irrigated areas of the Hermiston-Stanfield district, have been completely changed. From the basis of dairying and turkey production, agricultural practice there has changed to beef production including finishing, and this region is rapidly developing into a beef production center.

During the tenure of county agents Bennion and Holt substantial seed potato development was promoted on the higher lands of the eastern end of the county including the Weston Mountain region. One time this development reached an annual value of about $200,000. Competition from regions nearer caused this activity gradually to diminish until it is now of little consequence.

A most valuable example of utilizing the combination of applied technology and community leadership on the part of the Extension staff was the program of orchard rehabilitation in the Milton-Freewater district. There 4,200 acres of the 4,500 acres in orchards were killed or seriously damaged by freeze during the winter of 1955-56. This added up to an estimated loss to the district fruit growers of more than ten million dollars, causing loss of bearing orchards, cost of re-establishment and loss of income. Soon after the freeze, county agent Norton Taylor circularized the growers to ascertain the immediate consequences. Answers to the questionnaire definitely indicated that without extraordinary financial assistance the fruit industry could not survive.

County agent Taylor organized a disaster committee. Its membership included representatives from the general farm organizations, the Horticultural Society, fieldmen of the fruit shipping houses, representatives of the Chamber of Commerce and representatives of the city and county government. This committee sent a representative to Washington, D. C. to try to obtain deferred payment disaster loans through F.H.A. They also asked that special consideration practices under A.C.P. be established.

In June the committee was advised that the Federal Agricultural Conservation Program was providing funds for the rehabilitation of orchards. In this connection 263 growers signed up for an orchard removal program, receiving financial assistance. Earlier in the year the disaster committe contacted the county assessor and obtained a revision of valuation for these damaged lands. There are now 3,300 acres of promising tree fruits in the area.

Since four to seven years was to be required to re-establish production from newly planted orchards an immediate problem was to decide on income crops that could be grown in sufficient volume to insure some immediate returns. The main crop decided was tomatoes, and the first year income from an expanding acreage brought more than $300,000 to the growers. It was evident, however, that generally yields were too low. Therefore, arrangements were made for extensive variety tests. Two grower-cooperators were selected each to plant 30 plants each of 67 tomato varieties. Twenty of these varieties showed improvement over those generally grown in the area. The county agent extracted seed from 800 pounds of these selected varieties, had it tested for presence of disease organisms by the experiment station, and distributed the seed to growers for use the following year.

County Extension agents in Umatilla County organized leaders to develop program planning procedures that had been established as basic policy of the Oregon Extension Service. In 1926 a regional planning conference was held for the west side area. In 1927 a similar conference was held in and for the Milton-Freewater area. This process was repeated in the Milton-Freewater district in 1936. Since both of these areas had special development problems it was the opinion of the county agents that localized program considerations would be more effective than if the entire county were included. In 1938, however, the planning conference included the entire county and this procedure was repeated in 1941, 1947, and 1958. The latter was the most thorough analysis of the county rural situation and the possibilities of action toward improvement that has been attempted in Umatilla County and might well serve as a model of procedure for this type of event.

Twelve major committees were set up. These and their chairmen were as follows:

Economic Problems	James Hill, Jr.
Land Use	Richard Hampton
Water Resources	Gaylord Madison
Crops	R. L. Harris
Weeds	Robert V. Wood
Processing Crops	Stafford Hansell
Family & Community Living	Mrs. Ada Sacrison
Recreation	Raymond Reese
Livestock	William Hansell
Dairy	Arlen Buroker
Poultry	John Bensel
Horticulture	Walter Roloff

These committees expanded further into 25 sub-committees with total membership of about 400. These 400 leaders participating in from two to seven or eight committee meetings agreed upon and recommended a county program which has been the main base of the work of the county Extension agents since that time.

As one result of these planning conferences, a continuing committee to promote activation toward attaining the objectives set up was established in the west end of the county in the irrigated section; likewise one in the Milton-Freewater. One also was organized in the central or wheat and livestock producing part of the county. These three groups formed a central council composed of representatives of the three continuing committees which worked closely with the Extension staff on program advancement.

Notwithstanding that the county's production has increased amazingly in the last 25 or 30 years, opportunities for still further growth are continuously being explored by the Extension agents and their cooperating leaders. In addition to the recent emphasis on increased livestock production and finishing, new potentials in wheat are being explored. The Washington Experiment Station recently released a new wheat variety Gaines. This wheat, a semi-dwarf type, has resistance to stripe rust which has recently caused extensive yield reduction of wheat. Accordingly, through the efforts of county agent Johnson, 57 farmers grew test acreages of the new variety in 1962. A certification program to insure pure seed for further expansion of the acreage, if desired, was set up. Fifty-six of the growers qualified for certified seed. Yields met expectations, reaching as high as 85 bushels per acre and averaging approximately 54½ bushels. This wheat, therefore, appears well adapted to a substantial wheat producing acreage in the county and may result in the fifth general change in the wheat variety pattern since the establishment of the cooperative Extension program.

Another potential that has already been well tested is alfalfa seed production. Approximately 4,000 acres of alfalfa seed were harvested in 1962--an increase of 1,500 acres over the previous year. An interesting phase of the seed production program has been the establishment of pollinizing insect habitats. Pollination is accomplished by two species of bees -- alkali and leaf cutter bees. Adequate populations of these bees are a requirement for high seed yields. In order to insure these populations county agent Taylor of the Milton-Freewater district spent considerable time working with farmers on the establishment of bee beds suitable for the life cycle and increase of these necessary insects.

A seed certification program was also set up and several of the farmers have sold yields in excess of 1,000 pounds of clean seed per acre.

By 1961 the Umatilla County Extension staff had grown to seven members. Three county Extension offices were maintained: one at Hermiston with an Extension agent and secretary; two Extension agents and one secretary at Milton-Freewater officed in the City Hall; and four Extension agents in the County Courthouse at Pendleton served by three secretaries. The Umatilla County Extension agents were:

Victor W. Johnson, Agriculture, chairman, Pendleton

Frances Harvey, Home Economics, Pendleton

Gray Thompson, 4-H Agriculture, Pendleton

Jo Vante, 4-H Home Economics, Pendleton

Norton O. Taylor, Agriculture, Milton-Freewater

Dave Burkhart, Agriculture (Horticulture), Milton-Freewater

Herman Bierman, Agriculture, Hermiston

When the Department of Agriculture initiated the nationwide rural area development program the Umatilla County Planning Council decided to assume the responsibility for local representation in this program. From its membership mainly, they established the county rural area development council. The members are:

Roy Penney, Hermiston, Chairman

Arnold Hoeft, Pilot Rock, Vice-Chairman

Floyd "Sandy" McDonald, Pendleton

Jerry Cooper, Stanfield

Art Shumway, Milton-Freewater

Marvin Key, Milton-Freewater

D. R. "Sam" Cook, County Judge

Victor W. Johnson, secretary

This county-wide council is made up of the Central, West End and East End R.A.D. Committees. The Extension agents in those respective areas of the county serve as committee secretaries.

This council and its sub-committees held 36 meetings during the year to make plans and develop action on problems within the scope of rural area development. The three major problems identified by this council were:

1. Need for construction of a dam on Umatilla River for flood control, irrigation, revival of fish runs, alleviation of stream pollution, and recreation.
2. Need for a meat packing plant in this area.
3. River basin and water shed development.

Some accomplishments may be listed as follows:

1. The Water Resources Division of the Port of Umatilla Commission has assumed primary leadership in getting a dam constructed on the Umatilla River above Pendleton; is working closely with the U. S. Bureau of Reclamation, Corps of Army Engineers and other federal and state agencies as the Bureau will construct the dam; and has signed up ownership of more than 21,000 acres for "intentions to use irrigation water from the proposed dam".
2. Food Management, Incorporated, of Cincinnati, Ohio, has completed and published a report showing all factors favorable to the construction of a meat packing plant in the area.

The report shows that conservatively, there is an ample supply for a plant with a processing capacity of 1,200 hogs, 900 cattle and 1,000 sheep per week.

3. Studies are progressing on the Walla Walla River Basin. The Tutuilla Watershed project under the Small Watersheds Act has progressed to the point where it is now essential for land owners in that 40,000 acre watershed to formally organize a water control district under the state laws of Oregon so that the legally constituted district will have power to tax the lands for maintenance and operation and enter into legal countracts with the federal government.

Plan for future work of the Council

The next step for the R.A.D. Council, as viewed by the chairman and secretary, is for the three area committees, West End, Central and East End, to meet with the county U.S.D.A. panel (technical aid panel) to determine wherein this panel can assist in solving the many problems identified by the sub-committee.

All planning conferences of the county rural leadership in recent years have dwelt upon the desirability of further development of the livestock business. For many years 70 to 80 percent of the annual agricultural income of the county has been from crops, mainly wheat. It was believed that the resources of the county, if progressively developed, could bring a better balance between crops and livestock in the annual income. By 1961 some progress had been made and in 1962 income from livestock was 34 percent of the total income of $41,359,160. This incidentally, is an increase in total

income from $17,652,000 for the year and from $9,220,000 -- the average income for the period 1926 to 1930.

In developing the livestock industry the Extension staff concentrated its educational emphasis on finishing livestock, particularly cattle, by utilization of the abundant forage resources of the county. The new pea industry provided large quantities of cannery waste to supplement the usual available land products. Feeding trials on a definite basis were established in 1953 to give status to the project. The county Extension agents in Milton-Freewater organized the Blue Mountain Beef Feeders Association. Eight years of testing has brought out the attainable values in an increasing livestock business. The feeding problems encountered were unique to the north end of the county.

The beef feeding trials still continuing are sponsored by the association which provides the feed yard facilities and the cattle. The Oregon State University Experiment Station personnel outlines the experimental plans to be followed and checks on results. The county Extension staff assists the association in managing the feed lot, gives active supervision to the feeding operations, to weighing and recording the raw data, provides this data and financial statements to the individual cooperators and prepares preliminary reports from the results of the tests being conducted. The final data will be analyzed by the Experiment Station.

In 1961 livestock men in the west end of the county, where conditions differ from those in the Milton-Freewater district, set up an organization to establish a livestock research center on the Umatilla Branch Experiment Station. An over-all promotion and development committee was set up as was also a beef cattle, a swine and lamb advisory committees.

The home economics phases of the Extension program have been led by a home demonstration agent without interruption of tenure, except for temporary vacancies caused by change of agent, since 1936. Currently (1962) there are 15 locally centered home extension units in the county with an active membership of 450.

Assisting in the advancement of the program is a county home Extension committee or council made up of seven women, each with a term of three years. This committee meets monthly, except in the summer season. This committee this year took a lead in such activities as program planning meetings, project leader training sessions, and the annual homemakers' festival. This committee also encourages the home extension units in finding new local leaders for the 4-H Clubs and then assists these leaders in their work.

During the current year particular attention was given to safety and civil defense programs.

The programs sponsored by the units reached far beyond the unit membership, many of them involving other organized groups. For example, fifteen dressmaking workshops were held in the spring months conducted by the local project leaders. In addition to the Extension units such organizations as the L.D.S. Church women's circle, women's clubs, and other church groups participated in the training. These fifteen workshops resulted in a total of 60 meetings. Eighteen tours for study of selection and use of home accessories were held. Each of the units carried a study program in foods.

Other groups and agencies assisted during the year with home economics subject matter mostly in line with the county program. Included among these were the Oregon Wheat League, several local women's clubs, the Milton-Freewater Campfire leaders, county health organization, Pomona Grange, Isaac Walton League, and the Hermiston and Pendleton TOPS Clubs.

4-H Club work in Umatilla County has made about average progress since the employment of an Extension staff member to devote full time to this phase of the work. A second youth worker, to give particular attention to the home economics clubs, was appointed in 1960. Enrollment has increased gradually but regularly over this period. The current enrollment of 1,185 is a 9.6 percent increase over 1961. Assisting the Extension agents in reactivation of the youth program are three local leaders associations for the east end, central, and west end organizations. Representatives of these organizations constitute the County 4-H Planning Council of 12 local leaders. About 35 leaders of these sub-associations meet each month with the Extension agent to plan and evaluate program progress and receive training from the Extension agents and other resource people in many fields pertinent to 4-H work.

Umatilla County continues to handle its club work by the community leader plan. The Extension agent held two meetings of these community leaders and as a result two orientation meetings were held for new and prospective 4-H leaders.

One of the major 4-H problems in Umatilla County, as is the case quite generally, is the selection and training of local lay leaders without whom an extensive county program could not be carried through.

In addition to the two orientation meetings and prospective leaders training meetings, leader training activities consisted of a monthly newsletter by the Extension agents to 4-H leaders, subject matter meetings in the fields of food and clothing, a clothing workshop, field trips, tours, judging days, officer training and demonstration days and specific workshops on the subjects of career guidance, understanding boys and girls, and using contests and awards as a tool to develop boys and girls. The livestock and clothing projects led in enrollment among the subjects included in the county 4-H programs.

KLAMATH COUNTY DEVELOPMENT SHAPED BY EXTENSION SERVICE

The Oregon Extension Service has carried on an educational program in Klamath County which has well reached the ideals which have guided its Oregon Extension direction. Utilization of demonstrated approved agricultural technology was established promptly and extensively. Its effectiveness was increased by including the new technology in substantial scale in improved land use management plans. Leadership development among the rural people reached high levels. When Extension work was initiated in Klamath County in 1914, there was no agricultural organization of any kind within the county. No group of rural people spoke in behalf of rural interests. And there was little cooperation among them toward the implementation of helpful activities.

Early the Extension program gave attention to development of boys' and girls' industrial club work (later 4-H Club Work) and Klamath was one of the first counties to establish an extension agent to give full time to the boys' and girls' programs, under the title "County 4-H Club Agent". Extension work in homes was established September 1, 1938.

Currently the county is appropriating $21,410 toward the total Klamath County budget of $95,198 for 1961, and six Extension agents are cooperatively employed by the county and the University. These are

W. J. Jendrzejewski, Francis Skinner, Ray Petersen, Mrs. Beverly Wischnofske, Bert B. Wilcox, and Margaret Setzler.

Klamath County was not highly developed as an agricultural region when Cooperative Extension work was established. It is a county of large area--9,573 square miles, or 3,839,361 acres--nearly two-thirds as large as the State of Vermont. Only 24 percent of this vast expanse, however, is in private ownership. The remaining 76 percent, of course, is not on the tax rolls, being in public ownership. National forests occupy nearly one million acres of this Federally-owned land; more than a million and a half acres are included in Indian reservations, wildlife refuges, and unclaimed public domain. About 40,000 acres are owned by the state and county. About 17 percent of the county's area is in farms.

Agricultural production centers in and around the Klamath Irrigation Project, established in 1906. This project extends across the state line into two California counties. For some years following 1926, the Reclamation Service made a contribution to the Klamath Extension budget equivalent to the cost of a second Extension Agent to work in the Reclamation Project. County agent C. A. Henderson was assigned primarily to the work on the project, hence established much of the Klamath program among the operations of the farm areas in the two California counties included in the project. Because of this overlap into California, and the fact that all business within the whole Klamath territory centers in Klamath Falls, discussions of the Klamath agricultural advancement and contribution of various forces to it, must apply to the Klamath basin to include this California overlap rather than to Klamath County alone.

A strengthening feature in the Klamath County Extension program has been tenure. On June 9, 1962, C. A. Henderson, who retired at the end of that month, had served as county agent for 40 years, from June 9, 1922. This is the longest tenure attained by any county Extension agent on the Oregon staff.

The first county agent, Max A. McCall, held brief tenure--less than a year--but aroused measurable interest in improved cropping practice as he was an agronomist by training. His short tenure was not conducive to measurable accomplishment, however, only to arousing an interest. The second Extension agent, H. R. Glaisyer, was mainly occupied with the war emergency program of World War I. Two activities of county agent Glaisyer, however, laid the foundation for projects which have continued to the present time. One was the organization of boys' and girls' industrial clubs in several communities. Second was organization of about a dozen community groups to work together first upon the eradication of ground squirrels and jackrabbits and then upon numerous other matters of community concern. County agent Glaisyer was succeeded by Edgar H. Thomas, who occupied the position three years and three months. Mr. Thomas' tenure is notable for two major activities--one, the organization of a county farm bureau on an annual dues basis. This organization in its second year reached a membership of nearly 300 and was active in many agricultural affairs, mainly under the initiation and guidance of County Agent Thomas.

Mr. Thomas also carried on an intensive, and also extensive, very successful, demonstration program to depict the value of sulphur as fertilizer for alfalfa. Alfalfa had been found to respond vigorously to application of sulphur on the Southern Oregon Experiment Station and results from this practice had been revolutionary on the alfalfa lands in Crook and

Deschutes counties. The practice was new to agricultural science, as sulphur had not been used in this actual manner previous to the discovery in southern Oregon.

Mr. Thomas' field trials brought out that 100 pounds of sulphur, costing than about $3.00, would on the average, in Klamath County soils, increase the hay crop a ton of hay per acre for three years. This was the basis for dramatic publicity and countless illustrations were developed disclosing that a ton of hay could be harvested per dollar expended for each of three years, or three tons of hay could be obtained for three dollars from this single soil treatment.

Mr. Thomas' activity established this practice in alfalfa growing which has continued as accepted procedure up to this time. It later developed that sulphur was effective under Klamath conditions on most of the legume crops and was regular treatment for a substantial alsike clover acreage of later years. Mr. Thomas resigned in 1922 to join the staff of the Federal Land Bank at Berkeley.

In considering a successor to Mr. Thomas, the County Court of Klamath County--Bob Bunnell, County Judge; and Burrell Short and Asa Fordyce, Commissioners--advised the College Extension Service that they favored the appointment of a new county agent well trained in dairy production. At that time Klamath County's agricultural products marketed were mainly livestock--range cattle and range sheep and wool. The only cash crop of consequence grown by the farmers farming smaller acreages than the livestock ranchers was alfalfa hay. The County Court held the opinion that conditions were very favorable for dairying and that substantial growth of the dairy business would increase

income of farmers and add to the general balance of the region by this improvement in its economic position. C. A. Henderson was then an instructor in dairying production on the College staff. He had been reared on a dairy farm on Smith River, in Douglas County, and graduated in Dairy Production and Manufacturing from the College.

In line with the program agreed between the County Court and the Extension Service, Mr. Henderson's first approach was to the dairy industry which at that time was bringing about $250,000 a year to the Klamath Basin. He organized a special type cow testing association. Testing was done under his direction at the Courthouse from samples sent in regularly by the farmers. He organized a TB control campaign and found about 5 percent of the cattle reactors. He brought in shipments of calves from cows shown to be high producers in the cow testing association in Tillamook County.

Mr. Henderson's major activity, however, soon developed in a different direction. Irrigated areas of the county--and much of the good land--were subject to a terrific infestation of grasshoppers. Mr. Henderson organized 12 communities and demonstrated control measures. Results were so successful that an extensive control campaign was organized. Six hundred thousand pounds, or nearly 20 carloads, of sawdust and bran were used for the basis of the poison mixture that was successfully demonstrated. Eighty to 90 men were employed at the height of the campaign to scatter the poison on farms and range land. Crops to the extent of many thousands of dollars were saved by this organized effort. While this is the largest campaign, from the standpoint of volume of poison ingredients used and men employed, the grasshopper control program has been an almost annual activity throughout the years. New methods were developed, new machinery for application was invented,

and landowners were trained in the methods involved. For these, among other reasons, the measurements of the program have never reached that of the first years, although a $25,000 expenditure for a single year's activity has not been unusual. The County Court, Reclamation Service, and other agencies contributing financially always have placed the responsibility for the technology and organization control program in the hands of Henderson.

The methods followed in this expansive pest control campaign are a graphic example of one of the solid principles underlying extension teaching. This is the injection of action into the teaching process. Little is gained by presenting useful methods of solving problems unless some stimulation toward actual applications and resultant accomplishment is developed. Here County Agent Henderson assumed one of the widely accepted functions by the Extension worker--leadership. He presented the methods; took the lead in setting up the necessary committee organization to assure action; assisted the organized groups in a widespread attack on the problem, and of course was the authority on methods and procedures and the reasons underlying them.

Another significant and now historic departure from the intensive dairy industry program developed in 1923. A group of farmers and businessmen, asked by Henderson to study with him the possibilities of adding a cash crop to the agricultural production of the county, decided that potatoes held a favorable outlook. They asked Henderson to give substantially of his time to guide farmers in the utilization of a first carload of seed potatoes ordered in the name of this committee through arrangements with a local bank. The ensuing work with this new crop, an important phase of the Extension program every year since that time, has perhaps been the major contribution of the Extension Service to Klamath County agricultural development.

There have been many other contributions, however. In fact, the income from the sales of farm crops and livestock from Klamath Basin farms, which stood at $2,837,500 in 1923, the first year of Mr. Henderson's tenure, reached $44 million in 1952 and has been ranging between $27 million and $35 million each year since that highest point. Every one of the enterprises contributing in a major way to this tremendous upward turn in the county's economy may be traced directly to the office of the Extension Service at Klamath Falls. There it is recorded that the new trends were first brought to attention of his cooperating committees of farmers by Henderson. These groups decided which promised to be particularly favorable for heavy emphasis, and then together implemented progress by all the methods which had become effective in Extension teaching.

The activities of County Agent Henderson in relation to the establishment of the potato industry are stated here as an outstanding example of skillful teaching of applied technology pointing toward industry development. The purchasers of the first carload of seed potatoes were organized into a Potato Association for the purpose of education and promotion.

The following paragraphs describe in detail the Extension methods used in establishing and advancing the industry. The newly organized Potato Growers Association in the winter of 1924 pooled orders for a carload of Netted Gem Seed for 44 growers.

After the seed was ordered more growers wanted seed but not in sufficient volume for a second carload, so the first shipment was split into

smaller lots than had been anticipated and 60 growers obtained foundation seed. Prior to planting time a series of meetings covering seed selection, disease control, and grading was held. During the summer a tour was attended by 51 growers to observe the potatoes resulting from the plantings of improved seed. Exhibits were made at the State Fair, and that fall 27 carloads of potatoes were shipped from the county.

This program was continued in 1925, the acreage that year increasing 50 percent. A series of meetings was again held in the spring and two tours conducted during the summer. A shipment of Burbank seed was brought in from Minnesota. This year is significant in that the first carload of netted gems was sold for seed. One car went to Yakima, but was not the forerunner of a seed trade in that district, as later developments brought California prominently into the picture. Rhizoctonia showed up. At this time seed treatment was not general and the necessity for it was emphasized throughout the year by publicity and conferences. The first commercial fertilizer was purchased for trials in 1925. That fall, 135 cars of potatoes were shipped.

To facilitate dipping by a few of the more progressive growers, and to demonstrate the possibilities, a machine for dipping in hot formaldehyde was purchased by a small group. The owners made the machine available to neighbors and 45 growers used it. The machine was mounted and could be hauled from cellar to cellar. The results of this dipping were plainly seen in the crop, and tours and field meetings that summer brought out its value. This year marked the first of a series of trials on distance of planting. The common practice was 20 inches apart in the row; but, by reducing the space to 12-14 inches, yields were increased 20 to 40 sacks per acre.

Trials were also initiated on time of planting. The common practice was June 1. As a result of the first year's trials this time was moved up to May 15 and since then has been moved up to May 7 to 10, in normal years. The first certification for seed was done in 1926.

Field observation showed beyond question that the largest yields were obtained from lands rotated with clover and alfalfa, a fact which was given wide publicity. During the year a program for the Potato Association was drawn up which carried the following features:

(1) All seed potatoes to be treated.

(2) 12 to 14 inch plantings.

(3) Seed selection.

(4) Establish local sources of certified seed.

(5) Earlier plantings.

(6) Closer attention to irrigation practices.

(7) Rotation with clover after two years with potatoes.

(8) Establish more uniform grading.

(9) All No. 1's to be shipped in sacks branded KLAMATH.

(10) Establish potato show.

(11) Advocate fertilization with barnyard manure.

(12) Commercial growers grow acreage large enough to take entire time--not less than 20 acres.

These points were all discussed at numerous meetings held throughout the county.

One result was that in 1927 there were 5,000 acres planted to potatoes. As might be expected, certain boom symptoms developed. Many

plantings were on unsuited land and many others were planted by farmers who did not properly care for the crop.

In 1927, one carload of certified seed was distributed to growers to establish small seed plots. During the growing season roguing demonstrations were held all over the county to aid farmers in determination of the common potato diseases. One hundred and thirty-six acres were entered for certification by 13 growers and 55 acres passed. Twenty-seven acres passed "standard." All of this seed was sold locally as a crop improvement project except Burbanks from 10 acres sold in California. This shipment of Burbanks to California was forerunner of a considerable seed business since developed.

Three additional groups of about 12 farmers each obtained dipping machines cooperatively. The county agent arranged for other growers to use these cooperative dipping machines and 20,000 sacks of seed potatoes were dipped. The county agent prepared a plan for a homemade machine and many were built.

A series of trials on various dips was carefully checked. Review trials on planting distances were made. Whole seed versus cut seed was tested extensively, and it was found that whole seed permitted earlier planting by about two weeks. Trials held since this time support these conclusions.

From the first, county agent advised farm storage. He provided plans for cellars.

The junior Extension leader adopted a potato project, and in the fall a series of grading demonstrations was held at convenient points in the potato districts attended by growers and boy club members.

At the county economic agricultural planning conference, the potato committee made up of representative growers made these statements:

Klamath County occupies an enviable position in Oregon and Northwest Potato production. Production conditions here are very favorable for the development of an important and permanent industry. Transportation facilities and freight rates are such that Klamath Potatoes may enter California markets under less railroad freight handicap than can potatoes from any other important potato section of Oregon or Washington, except Portland. Then Klamath potato quality is such as to command a strong position in the market. This market must be safeguarded by sending out only good stock under the Klamath name.

In 1928, in spite of a bad market and the boom conditions operating in 1927, there was a small increase in acreage. Another dipping machine was obtained cooperatively.

Treatment tests were established and the result showed hot formaldehyde and corrosive sublimate most satisfactory. All other treatments were not included in recommendations as a result. There was this year a noticeable increase in farm seed plots.

Potato nematode was discovered and control measures put in effect. All seed grown on the farm in question was destroyed or quarantined.

In 1929, considerable attention was paid to checking fertilizer trials. These had started in 1927. At the end of the third year, it was concluded that commercial fertilizer on potatoes planted on old clover or alfalfa sods failed to give any response. On worn-out soils, nitrogen

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fertilizers made some increase in yield, but the trials showed that under these conditions barnyard manure increased the yields most economically.

The time-of-planting tests were continued on a more extensive scale. Plantings were made at ten-day intervals from April 10 to June 10. As a result of these tests and the tests on whole seed versus cut seed over a three-year period, the recommendation was developed that whole seed planted May 5 to 15 is the most profitable practice.

An attempt to prevent mechanical injury was launched. Publicity was given to damage done and to methods of prevention; also, to storage temperature.

Tuber indexing was started in 1929. This has resulted in some high-yielding strains.

A disease control nursery was established in 1930 in order to make a study of the actions of the various diseases under local conditions. Field meetings were held at the disease plots. The distance-of-planting trials were continued, time of planting was further continued, studies on cut seed versus whole seed were continued, and fertilizer plots were continued. All results were again found to check with previous years.

These various cultural practices, either separately or in combination, have increased the yields of potatoes marketed. Yields averaged 75 sacks per acre in 1924; in 1930 they averaged 160 sacks, with a number of the best growers marketing 300 sacks per acre.

A pool of 300 pounds of corrosive sublimate was purchased at a cost reduction for 27 growers. Further checks against hot formaldehyde showed the corrosive sublimate equal on control of Rhizoctonia and scab and somewhat more effective on blackleg. A series of meetings in the potato districts was held to consider storage methods and mechanical injury. Ten new farm cellars were constructed under the guidance of the county agent and five terminal cellars were built by farmers also. In 1930, the total farm storage was sufficient for 1,300 cars, or about 60 percent of the crop.

During the main shipping season a market news service was established in the county agents office. A potato show held for three years to feature the cultural program was discontinued in 1930.

United States grades were used first in 1928. Inspection was established at county points.

Specially packed potatoes in small boxes were shipped to dealers and selected individuals from Seattle to San Diego. Radio announcements calling attention to the Klamath Potato were financed by the association.

As a result of this close application of all known helpful forces to this project by 1930, the potato crop covered 7,000 acres, amounted to 2250 carloads, and sold for approximately $1,400,000. The proceeds this year nearly equaled the two former major enterprises of the county, range beef and sheep combined, the income from range cattle being $1,100,000 and from range sheep $500,000.

Freight rate reductions to California were obtained as a result of the volume of business developed by these progressive growers so that Klamath Falls now enjoyes an advantage in the central California markets over other competing centers.

Potato production in the Klamath Basin now averages around 25,000 acres annually with income fluctuating with prices and seasonal yield variations.

Gross farm income from potatoes was $16,400,000 in 1952. The 1959 crops brought only $5,800,000, but income was back up to $12,700,000 in 1960.

Potato production over the nation has become highly specialized and very competitive.

Development of frozen french fry and dehydrated potato processing, particularly in Idaho, led to the practice of creaming best quality for table stock sale and utilization of the balance for processing.

Competition has forced marketing of better packs with less desirable tubers diverted to stock feed, starch, or to food processing outlets where these exist.

Grade and size regulations under Marketing Orders are employed in surplus crop years to dispose of the surplus and to assure consumers better quality.

Less of the crop moves in 100-lb. burlap each year. More polyethelene 10-lb. consumer packages are packed. An increasing percentage of the crop is packed as 6-14 oz. and even within a narrower size range as 6-8, 8-10 and 10-12 oz.

Fresh market outlets are shrinking for under 6 oz. and over 14 oz. sizes.

A need and opportunity exists for a potato processing outlet to utilize undersize and oversize tubers. Livestock feed and starch are salvage outlets which return growers less than harvest and storage costs for divereted potatoes.

Potatoes are no longer graded in farm storages. All sorting is done in a limited number of specialized packing sheds. All table stock is washed.

The crop is harvested and handled almost exclusively in bulk until sorted and packed for shipment.

Second only to potatoes in the crops program has been Hannchen barley. County Agent Henderson brought the first Hannchen barley to the county in a small way for limited demonstration purposes in 1924. It proved by far to be the best barley for the county of the many that were tried and the acreage expanded rapidly. Much of the production over the years has been sold for malting at premium prices. The income from grain in the Klamath Basin in 1923 was $600,000. Five years prior to and including 1961,

income ran from $8 million to $10 million per year, largely because of Hannchen barley.

County agent Henderson advocated alsike clover in a substantial way as a seed crop in 1929. Within a few years Klamath Basin was producing half the alsike clover seed in the United States, which brought in more than a million dollars annually to the county. Yields of high quality seed were phenomenal, reaching often 600 pounds or more per acre.

Likewise, in 1929, county agent Henderson introduced crested wheatgrass for use in the range areas of the county where natural bunch grass had been lost, mainly from mismanagement. This grass now has extended values on the range area of the county.

The third and most recently initiated major development in terms of influence on the economy has been in connection with the earliest agricultural enterprise of Klamath County--beef production. Before Extension work was established, the annual income from beef was approximately $600,000 per year. The cattle were not of high quality. Range was deteriorating, native bunch grass had largely been obliterated. Now returns from beef production have reached $8 million per year, the third largest income-producing enterprise year in and year out.

It is in this later intensive development that is found the base for a continued bright outlook for agriculture in Klamath County. The potato industry which reached such an important place in the county economy is expected to peak at about its present volume. Removal of the malting barley premium is causing a change in barley production. The feed varieties

produce more tonnage than does Hannchen, and all factors being favorable, the best market is from feeding to local livestock. These contributing factors seem favorable. Hay supplies are easily available. There is a tremendous increase already in the acreage and efficiency of irrigated pastures and beef cattle numbers are increasing, having risen from 36,000 to 100,000 head in thirty years. This number produces about 35,000 to 40,000 head of market cattle each year. Only about one-fifth of these are fed in the county, which leaves about 8,000 head as a potential market from the county's feed production. Incidentally, about 40,000 head of cows with calves or yearlings are brought into the county each year for summer feeding.

In view of this general situation, leaders in Klamath County are concentrating more each year on beef production and are studying the possibilities of a greatly expanding feeding or finishing business.

One of the first steps in livestock improvement was organization of a Klamath County Shorthorn Breeders Association. L. A. West was president.

Since 1953, one county Extension agent on the staff gives full time to working with the livestock men of the county, centering his activity around beef production. The contribution of beef cattle to the economy of the county has been increasing steadily and reached $8,740,000 last year (1961).

Extension staff members, leaders in the livestock business, and agricultural economists believe further development of the industry holds high potential for increasing the general economy of the Klamath Basin.

Currently about one-fifth of the beef cattle produced are finished within the county, the remainder going to California points for finishing.

Forage production fits well into the Klamath agricultural plans and great increases are possible, particularly through further development of irrigated pastures which are already a substantial factor in the agricultural schedules.

One of the important services rendered by the Extension agent in animal husbandry is reporting the two livestock auction markets which have become well established in the county as an outlet for stocker cattle, slaughter cows and market hogs. The market prices and trends established at these auctions are important items of information for the area's producers. Since only a small percentage of the producers can regularly attend these markets, the livestock agent prepares a market report showing the number of livestock sold on each day with weights and prices paid for the different classes of livestock. This information is sent to all livestock producers requesting it in Klamath County, also in the neighboring counties of Lake and Jackson in Oregon, and Modoc and Siskiyou counties across the line in California. This information, reaching 1,000 people, also goes to the USDA Market News Service in Portland and Red Bluff and San Francisco, California. Last year 48,451 head of cattle, 4,821 sheep and 4,253 hogs were sold through these markets.

The Extension agent in livestock activities maintains close contact with the leaders of the industry by serving as secretary of the Klamath Cattlemen's Association. This association constitutes an interested audience for consideration of all of the improvement programs underway.

Among these programs is participation by eight Klamath producers in the Oregon Beef Cattle Improvement Association program, an annual bull sale in the winter, an Angus Association annual show and sale, the Klamath County portion of a statewide beef cattle management study reaching throughout the Oregon counties east of the mountains, a disease program aimed toward elimination of leptospirosis, as well as a continuous checking on brucellosis and tuberculosis, for both of which Klamath is an accredited county.

Probably the most valuable single contribution to advancement of the livestock enterprise has been the educational programs on disease carried on by the livestock agent. One undiagnosed trouble was causing losses of calves up to fifty percent in some herds. Some research at the Oregon Experiment Station had disclosed some strong hints as to the reason for the incidence of this trouble, which had become commonly known as white muscle disease. County agent Ray Petersen organized a committee of stockmen to visit the station and learn what had been discovered. Specimens were provided for further study and it was finally developed that shortage of selenium in the feed was the cause. A program of injections to newborn calves was found effective. Next step was to inform local practicing veterinarians. This process is now regular procedure and losses have been practically overcome by vaccination programs for prevention of several other cattle diseases, among them blackleg, scours, and red water have been developed as also has controlling treatments for parasites in sheep. In addition to these programs there is continuous work on most efficient feeding practices involving utilization of the county's forage and grain products.

While range sheep have decreased in Klamath County as in the other Oregon range districts, the number of sheep and farm flocks has been increasing except for a slight decrease in 1961. Sheep numbers are now about 56,000. Internal parasites, now one of the main problems of farm sheep production, and successful demonstrations of control measures, coupled with an economical feed program, have covered the county. The Extension agent brought about organization of the Klamath Basin Sheep Producers' Association and acts as its secretary or executive officer.

An important contribution by the livestock agent in sheep production has been assisting producers to effectively carry on a farm flock wool pool. This enterprise, established in 1954, last year marketed 21,000 fleeces on bid for 165 producers. As secretary of the organization, the Extension Agent carries on a program for improved handling of wool to provide the most desirable package. Steps in this direction go back to the time the sheep are on feed during the winter where efforts are made to keep foreign matter out of the wool. At shearing time attention is given to removing the wool under conditions that avoid incorporation of foreign material and then in separating various wool types and packing it in a desirable manner. Last year the Extension agent also assisted seven range producers in organizing an informal wool pool for handling the marketing the clip. This activity moved 10,500 fleeces.

The Extension agent is also active in an advisory way in assisting 125 farm flock producers in marketing lambs through the Klamath Lamb Pool. Last year they marketed 9,000 lambs. The county livestock agent also acts as secretary of this organization. Both the wool pool and the lamb pool are operated by a board of producer-directors.

Such measurable progress in potato production and in barley returns and in livestock quality and numbers greatly increased public interest in the farm lands of the county. Major interests in the county had been centered on lumber production. Even in the depression years of the early 30's, cutting on private lands was averaging 25,000 acres annually. Taxable timber had carried one-half of the assessment roll in 1920, but 17 years later had carried only 29 percent. In 1949, more than 808 million board feet of lumber were harvested. Since this peak, 300 million to 400 million has been common. But then by the mid 30's, it was clear that the development of agriculture to replace the assured reduced timber income might well be a major objective of all interests in the county.

The annual average rainfall is 12 inches, and irrigation was required for crop production except for grains on some sub-irrigated marsh lands and in the foothills range land. Some of the irrigated land had developed alkalinity. Other areas, fully drained, were naturally alkaline. Desirability of reclaiming this acreage for beneficial use through removal of the toxic alkali assumed high importance. Under the guidance of Mr. Henderson a group of farm leaders prevailed upon the Reclamation Service to set aside an acreage for experimental work in alkali removal and also to provide land for experiments on control of the two nematodes which had appeared in the potato fields. The County Court made an appropriation to cover personnel and equipment and arrangements with the State Experiment Station were made for technical assistance, and the Klamath Experimental area was set up. An advisory committee of farmers was organized to work with county court and state and federal agencies carrying out the program. Results were almost immediate. Soil was reclaimed to the point where land

that was producing only 75 sacks of potatoes per acre or less now produced 200 to 250 sacks per acre. Twenty thousand acres were thus reclaimed.

While the main studies in alkali removal and nematode control were underway, time was available for variety trials of some of the cereals and forage plantings. Out of this came two varieties of oats which, in turn, have now been replaced by a third variety--Park--particularly adapted to many thousands of acres of Klamath soils. This experimental area also demonstrated the tremendous value in alta fescue which is an important part of the pasture mixture now used on 120,000 acres of irrigated pasture mainly devoted to beef production. Production of beef runs as high as 600 pounds per acre under ordinary conditions from some of these pasture lands.

In 1935, a WPA liver fluke-control project was inaugurated in the Wood River Valley. A crew of 70 men was assembled and transported each day to and from Wood River, a distance of 80 miles. This work was under the technical direction of county agent Henderson, but field organization and supervision was handled by the pest inspector. This crew made application of bluestone on 1,390 acres of land. It drained 1,671 acres of swamp land, dug 440 rods of new ditch, and cleaned 5,580,000 rods of old ditch. In addition to all this was improvement of the farm waterways on about 8,000 acres of land altogether. The incidence of liver fluke was greatly reduced.

During the early days of Mr. Henderson's tenure, he had a close relationship with a group of leaders constituting a land use committee. As there was no formal Extension committee or advisory council, this land use committee, although seemingly limited in its interest by its name, served admirably as a more inclusive sponsoring program group. For many years,

Mr. Henderson's work was periodically reviewed and discussed with this group and was very largely carried within appropriate fields for Extension by the agreements of its members.

In addition to the major wealth-producing activities which have been maintained, countless other developments were initiated and activated. Some of these of shorter time consequence, but nevertheless important; others were continuous but less striking in their long-time effects. Still others saved probably future losses to the producers by demonstrating weaknesses which would prevent them from becoming as highly successful as some of the older established and well-proven enterprises. For example, at one time there was extensive interest in possibilities of field pea production. Also in the production of table peas for processing. Carefully organized trials were established on farms of interested farmers by county agent Henderson. These brought out the impossibility of highest success from use of these crops in comparison with results obtained in other areas. A similar situation arose concerning sugar beets. A sugar company, anxious to explore new production areas, aroused considerable local interest. The company joined with county agent Henderson in an experimental program of beet production. One hundred fifty acres were set aside for this purpose and the sugar company sent a field man to oversee production methods. The result was that yields were not high enough to be competitive with other sugar beet producing areas, even though sugar content was satisfactory. Two years of trials of sugar beet seed proceeded proved this a fairly satisfactory enterprise. This crop, Mowever, did not fit well with established types of farming and necessitated much new equipment. Similar experiences prevailed in regards to lettuce culture. Two years of trials proved that

under Klamath County climatic conditions heads produced were too small for best commercial usage.

For several years turkey production reached 25 to 35,000 birds annually. These were produced in connection with the grasshopper eradication campaign. The grasshopper provided cheap summer feed. The enterprise was successful until insect infestations on adapted areas had become so reduced as to make necessary the more customary nutrition programs. Under these methods turkey production was not competitive with other areas.

One activity, economic results of which defy measurement, but which is obviously of tremendous value, has been the Klamath County weed control program. In this now well-established statewide activity Klamath County took the lead and pioneered the way.

In 1929, county agent Henderson organized extensive demonstrations of control of noxious weeds by spraying with chemicals. This program was so successful that the next year the County Court appropriated $2,500, part of which was used for a spray rig for use on ditch banks and highway strips, as well as collecting rental for its use. Small appropriations were made each year by the county for this work which progressed successfully. In 1933, the County Court provided full-time employment of a pest inspector who utilized his time on a weed control, pest control, nematode control, and other regulatory features under the direction of county agent Henderson. This program has been very effective in limiting old weed infestations and eliminating new infestations before great spreading occurred.

In the meantime, the county had been established as a weed control district upon petition of the land holders. Each year the seriousness of weed infestations was taken up by the county agents with the agricultural committees of the subordinate granges and other organized groups. A series of weed mounts was presented to each of the various farm organizations. These mounts showed the ten most serious noxious weeds in the county, gave the characteristics of each, and made recommendations for their control. A junior weed control project was initiated among the 4-H and FFA boys and girls.

World War II greatly changed the Klamath County Extension program. As was the case in most of the counties in the United States, emergency projects included in war programs took priority on the county agents' schedule as many of them directly affected agricultural operations. Leadership of the county agents in these emergency programs greatly strengthened the agents already strong position as community leaders which had been very well established by the assistance rendered during the depression days of the early 30's. One of the first of the emergency duties was membership by Henderson to represent the agricultural interests on the county war board. This board decided on farm priority for equipment, building material and repair materials. It was necessary to organize a salvage program. In this metals was of the first importance but it also included rubber, rags, papers and fats. Organization for fire protection was another program that required assistance as did selective service on draft matters, gasoline rationing and transportation.

An important major activity was the handling of farm labor. For this purpose a farm labor committee was set up and acquirement and distribution of farm labor was made through the Extension office.

Farm labor camps were established at Malin and Merrill for Mexican labor, totaling over 1000 workers. A camp for 200 troops was set up at Henley. Worker placement and camp supervision was handled by a county agent.

Another major program was Food For Victory, the core of which was organization of a Victory Garden program. An appropriate overall committee was established with the subcommittee on nutrition, storage and preservation. County wide conferences started the program. Extensive publicity was prepared so that needs for home gardeners and methods of handling them could be explained. More than 4,000 gardens were known to have been carried through the season.

In connection with Farm Fire Prevention, 16 farm fire crews with a membership of 160 were organized. Fire fighting equipment was assembled. Special fire trials or roads were cleared. Publicity programs were carried on. In every one of the districts organizing fire crews, numerous fire hazards were eliminated and every crew at some time during the season participated in fire control. Other agencies cooperating in fire prevention were the Klamath Forest Protective Association, the U. S. Indian Service, U. S. Bureau of Land Management and U. S. Bureau of Reclamation.

In addition to administering the current staff of Extension workers and servicing as an executive secretary to the county council, an advisory committee of 34 interested in all phases of the program, and guiding the many subcommittees, agent Henderson is called upon to be a consultant member of the city health board, serves on several advisory groups in the administration of the reclamation project, is by statute a member of the ASCS Committee, Soil Conservation District and fulfills other civic

consultation appointments. In addition a county agent serves on advisory committees, such as Farm Bureau, Grange, Chamber of Commerce, Civic Groups, Commodity Groups and farm organizations.

The Klamath County Extension staff continues emphasis on the three major agricultural development projects which have contributed most to the improved economic position of agriculture in the county -- potatoes, Hannchen barley and beef. Although these industries have become well established, problems surrounding their success continue to arise. In the case of potatoes, it is only in fairly recent times that the fertilizer problems have been successfully developed, with pounds of nitrogen and phosphate per acre required for different soils. Two nematodes and one disease--leafroll--have required continuous programs of control measures. Livestock gives promise as the most likely for continued future expansion.

Conditions affecting agriculture now have changed greatly. Farms have declined in number, the last census listing 1,059. On the other hand, the acreage per farm is increasing as mechanization becomes a requirement in successful management. However, there is a substantial increase in the number of small farms, or part-time farms, operated on a part-time basis by people engaged primarily in other income-producing activities. There are increasing demands upon the Extension office from urban residents for aid in pest control, on ornamentals, landscape shrubbery and lawns. The 4-H Club program also continues to expand. In 1928, the county fair was discontinued and the 4-H Club fair replaced it. For 28 years the Rotary Club has sponsored the 4-H Club fair. In recent years, some 400 or more boys and girls have been making approximately 600 exhibits. One feature of this

fair has been the sale of 4-H market animals. This sale has been bringing around $50,000 per year to the young people.

Work in home economics likewise is increasing in volume and the second home economics agent, who works on adult programs, was established in 1960. Nineteen home Extension units were organized in 1960, with an enrollment of approximately 500 members. The county home economics advisory committee, composed of seven members, meets every month during the year except the three mid-summer months.

Cooperative projects were carried on with the U. S. Forest Service, U. S. Bureau of Reclamation, Soil Conservation Service, U. S. Fish and Wildlife Service, and Bureau of Land Management. Monthly and special meetings of the Soil Conservation Committees are always attended. Indicative of the activities are the following statistics for the past year:

Farm and home visits by staff members	3,363
Office calls for specific information	5,043
Telephone calls	14,013
News articles prepared	408
Radio Broadcasts	38
Meetings participated in by agents	548
Attendance at meetings	31,279
4-H Club enrollment	700
Project completions	88 percent

Because of pressures upon the staff for more and more educational work in a widening list of subject matter, emphasis is now being placed upon group approaches, one of which is television. Last year a 14-week series

was offered constituting a short course in soils management. A second 20-week series was presented for the backyard gardener. This entire series was pointed toward the urban-suburban residents of the county who are interested in home horticulture. This year a 16-week series has been organized by the home Extension agents.

In order to more effectively service the volume of requests, each of the Extension agents has been assigned certain subject matter areas. County agent Henderson serves as chairman of the county staff and gives most of his time to coordinating the various programs and giving subject matter attention to work with the land use committee. Mr. Jendrzejewski handles soils, field crops and seed certification; Mr. Petersen, livestock and forage crops. Mr. Vertrees, entomology and horticulture; Mr. Skinner and Mrs. Oneal the 4-H Club work; and Mrs. Dyer, and Mrs. Hall, home economics. In addition to the professional staff, Mr. Harold Schieferstein works under the direction of county agent Henderson as Weed Control and Pest Supervisor. Funds for this service are not included in the Cooperative Extension budget but are paid directly from the county for services approved by county agent Henderson. This supplementary budget is $11,000 annually.

EIGHT VALUABLE SINGLE PROJECTS

Space does not permit recounting the full story of Extension work in all of the 36 counties. In every county some one activity initiated by the Extension Service, and advanced by the county Extension agents, can be presented that in itself in its economic returns to a county has a higher figure in dollars than the entire expenditure of the county for its participation in the Extension program from its beginning. For purposes of illustration, the story of such an outstanding single program will be presented for Douglas, Jackson, Grant, Wallowa, Polk, Clatsop and Columbia Counties, and one example involving two counties -- Umatilla and Malheur.

Douglas County

J. R. Parker, appointed county agent in Douglas County September 22, 1933, has made an outstandingly valuable contribution to the economic position of agriculture in that county by his work on forage production, perhaps the greatest single need of the county's agriculture.

An important enterprise from the date of first settlement had been livestock production. At the time when the first county agent C. J. Hurd initiated Extension work on September 1, 1917, there were 1,800 head of cattle, 61,000 head of sheep, and some 7,000 hogs in the county.

As a result of this program directed toward more and better forage, which closely follows the demonstration methods used in Cooperative Extension, livestock numbers in Douglas County have steadily increased. There are now more than 100,000 head of sheep and approximately 30,000 head of cattle. The more profitable pasture crops have replaced much of the crop land formerly devoted to less profitable use. In 1934, which may be said to mark the real start of the improvement program, this relatively less profitable crop land in the county was 81,113 acres; last year it was approximately 30,000.

In the middle '30s it became apparent to the agricultural leadership of the county that one of the most promising avenues for development of the agricultural potential was to increase livestock numbers, particularly cattle and sheep. Any increase of substantial proportions required an increase in forage production. Basic to increased forage production was increased use of water for irrigation on the bottom lands, improved soil management and more adapted forage varieties on the hill lands.

In 1935 county agent Parker organized his program to give more attention to demonstrating possible improvement in these phases of farm management. First real interest was developed around a demonstration irrigation plant set up on the farm of C. E. Marks in the Riversdale community in cooperation with the local power company in the spring of 1933. Because of visible results in increased forage production resulting from use of this supplemental water on alfalfa and Ladino clover, assistance was rendered in 1935 to 21 farmers in establishing irrigation on some portions of their farm lands. Most of these small irrigation plants required pumping water by gas engines or electricity; the lift ranged from 15 to 30 feet. For demonstration purposes 112 acres out of the 1,250 possible in the projects

were utilized. As a result of this demonstration program, this type of supplemental irrigation has extended to 12,500 acres. This has provided increases in summer pasture for sheep, beef cattle, and dairy cattle during the summer when non-irrigated pastures are dry from the long period of little or no rainfall.

County agent Parker had maintained two or three legume nurseries which had disclosed that the hardy types of alfalfa--Grimm, Ladak, Cossack and Baltic--had shown to the best advantage for Douglas County conditions. Alfalfa acreage had doubled to 4,100 acres as a result of observations made by farmers in these nurseries.

In 1935 county agent Parker established four grass nurseries on well known farms in the county. Approximately 30 grasses and legumes were seeded in these nurseries.

In 1936 there was an increase of 150 per cent in the alfalfa acreage, 28 more farmers obtained assistance from Mr. Parker in establishing irrigation, and applications for water rights on the streams reached the point where in the case of many of them all of the water was appropriated.

A program of soil testing for acidity and phosphorus had been established and by 1936 nearly 350 tests had been made which, while differing greatly even within small areas, showed generally need for lime and phosphorus.

The county agents continued their program on irrigation, soil fertility, and varieties of crops for forage. It required nearly ten years

to firmly establish the principles emphasized in the management practices of the county. By 1945 marked progress could be evaluated and from that time on change was rapid. From 1945 to 1955 more than 100,000 acres had been seeded to permanent pasture. Currently this acreage has reached more than 200,000 acres and is increasing at the rate of 10,000 to 12,000 acres each year.

One of the most valuable forage plants brought to light by the demonstration tests was Subterranean clover. A major step in establishment of this crop, particularly well adapted to the hill lands, was in shipment of two tons of Subterranean clover seed from Australia.

For use within the county and to tell the story of the advantages of Subterranean clover on hill lands in other counties, county agent Parker enlisted the services of the visual instruction specialists at the University to make a film based on photography of this crop's application and wide use in Douglas County.

To obtain satisfactory stands of forage on the Douglas County hills fertilization had proven necessary. Last year, in 1961, some 1,500 acres were fertilized by scattering from airplanes. This practice started with 175 acres as a demonstration in 1956.

Jackson County

The importance of pears to Jackson County's economy is obvious when one realizes that agriculture is the second largest industry, money-wise, in the county. And pears account for half the agricultural income.

Clifford Cordy has been county agent in Jackson County since June 17, 1935. One of the most effective - but simplest - bits of Extension work he ever did was about 12 years ago when he and Horace Thompson, a Medford pear grower, developed a pruning system which produced larger crops with less pruning. Although acreage hasn't increased, yearly production has jumped since then.

The fact that Jackson County has the best pest control program known in this country has increased pear production too. And it isn't idle boasting when the county agents call it best either. Donald Berry, member of the Jackson County Extension staff, won first place in 1960 national competition for effective crop pest control programs. He was cited for his educational program to control pear psylla, an insect attacking the area's $15 million pear crop. The contest was sponsored by the agricultural chemicals division of the Shell Chemical Company.

The Jackson County program spearheaded by Berry involved all of Jackson County's 10,000 acres of pears. Control recommendations were based mainly on research by Dr. L. G. Gentner, entomologist at Oregon State University's Southern Oregon Branch Experiment Station near Medford, plus observations in the field.

Working with Dr. Gentner on timing of spray programs and use of new materials, Berry spread information throughout the county via newspapers, television, radio, meetings and circular letters.

Dr. Gentner has aided pear growers, through the agents, for many years. When he came to the country, he imported a parasite to control woolly

aphis. That was over 30 years ago, and the parasite is still doing the job. He tested many insecticides each year. His tests, plus observations of county agents, growers and commercial fieldmen, form the basis of a definite county pest control programs.

Every spring the county agents hold meetings for the pear growers to discuss their spray program for that growing season. The agents provide detailed spraying information, including such facts as what sprays, and how much, to use. Then, as the season progresses, the agents mail cards reminding the growers it's time to apply each spray. This way, the grower can buy his materials ahead of time and be all ready to spray at the proper moment.

That's why, in 1958, when pear growers were faced with decline, a mysterious disease threatening pears, they gave the Experiment Station $28,000 to start a study on the problem.

At that time, Cordy said decline was currently probably the most damaging condition to the pear industry in the country. In a letter to Dr. S. B. Apple, Head of Horticulture at Oregon State University, he wrote -- It is currently the feeling of most growers in this county that the so-called pear decline is the most important project that can be worked on the Experiment Station, and if necessary be worked on to the preclusion of all others.

An work on it they did. Among other possible causes they found a graft union disorder which may be a virus disease. It is sometimes called brownline. In time, this seemed to be the main cause of the trouble.

Jackson County Extension agents speak with almost fatherly pride about a project started in 1958. Realizing each pear tree in an orchard has individual problems and needs, he and his co-workers intensively sampled soil and took notes on every tree in a 25 acre orchard of Medford pear growers Don and Bob Root. This focused the growers' attention on problems of their orchard, which had been a good one but was skidding down. In fact, they thought it was about done for unless it could be helped.

But these efforts brought to light a drainage problem. So the growers bought an auger for the bask of his tractor to check soil moisture. Now it's simple to check which areas need water and which don't -- this orchard became a good producer again.

This year they are trying this project on another grower's 40 acre orchard that was headed downhill. It takes time and money, but seems worth it, as the land is worth $60,000 more with trees on it than off.

Already other growers, observing results of the project, have bought augers for their tractors so they too can irrigate more scientifically.

Another achievement saved growers in the area around $30,000. In the spring, frost can be a real problem for Jackson County pear growers. They need to place a sheltered thermometer about every ten acres to know when temperature drops so low that they need to light the orchard heaters. Regulation thermometer shelters cost over $60 each.

Cordy experimented with different kinds of homemade thermometer shelters, getting up every half hour during the night to check the temperature.

He developed an accurate one that could be made from scrap lumber, and sent directions for making it to all the growers.

Before this, many growers used either too much oil burning the heaters as a precautionary measure, or they risked fruit damage by not lighting them soon enough.

One problem that's been around a long time is fireblight, a bacerial disease that virtually took the eastern United States out of pear production. It was the pear growers most serious problem at one time. Over the years, various controls have been tried at the suggestion of the county agent and the experiment station. One control is to cut out infected parts of trees, or even whole trees.

In the mid '20s, they started using copper sprays to control blight. They found that resulting russet hurt the fruit, so discontinued this for the time being. Later, they tried copper again in a weaker solution. This proved more satisfactory.

In the meantime, they had started pruning less severely. Contrary to their earlier beliefs that severe pruning reduced blight, they discovered that less pruning increased the tree's vigor and made it less susceptible to blight.

When Cordy first came to the county during the Depression, prices were low and the blight epidemic was neglected. He worked with a committee from the Fruit Growers League to demonstrate blight control and rid orchards of it. In all, 1,500 acres of infected pears were removed at this time.

Codling moth was once the scourge of the valley's pear industry, causing ten percent of the pear crop to be wormy with an estimated loss of $1\frac{1}{2}$ million annually, even though growers sprayed five to eight times a year with arsenate of lead. Cordy led the way in making this the first commercial fruit area to practice widespread use of DDT for codling moth. It is now reduced to the role of a minor pest.

Years ago, when the pear industry was in its infancy, growers had a hard time knowing just when the fruit should be picked. The county agent at that time, C. C. Cate, sent for A. E. Murneek of the Experiment Station. After three years of experimentation, Murneek came up with a mechanical pincher that can measure pressure, thus telling when to pick the pears. A variation of this machine is still being used. The original is in the Jacksonville Museum. Both the county agent and the packers have the machines for growers to test their pears with.

During World War II Cordy began to spend more and more time helping families with Victory gardens and other non-commercial horticulture problems. As Jackson County folks learned they could call on him and the other agents they began to request more and more help from them.

In the fall of 1960, the county added a suburban agent to the county Extension office. This frees Cordy for more work with the pear industry -- the reason he was hired in the first place.

Grant County

Agricultural income in Grant County is mainly derived from livestock, now mainly cattle. When William Farrell was appointed county Extension agent in 1944, he followed a succession of four able county Extension agents who had successfully pioneered Extension work. One of the most difficult segments of the Extension workers' clientele has been the sizeable livestock operators. Individual ranchers operating in these usually sparsely populated regions have developed high degrees of self-reliance through experiences prevailing in this type of country. It seemed to them evidence of character weakness to depend on others, particularly public agencies for assistance. County agents throughout the range country on the Far West often failed to make measurable impressions upon the range livestock operators in terms of results. The two first county agents in Grant County were D. E. Richards and R. G. Johnson, both raised on livestock ranches and with livestock experience following their college training, were particularly well adapted personalities for this sort of assignment. They were skilled in all of the day-by-day operations of a livestock spread and were practical in their outlooks. They and their successors, Ralph Brooke and M. E. Knickerbocker, had established a favorable climate.

County agent Farrell immediately was rightfully convinced that his greatest contribution to the economic development of the county would be to reduce costs and increase profits of livestock operations by expanding the forage resources of the area. Accordingly, in consultation with the leadership, mainly through the active county livestock association, he listed range reseeding, sagebrush eradication through spraying, fertilization of irrigated land and mountain meadows, drainage of certain areas, and improved

grazing practices as the most important projects in his program. The positive results are amazing. More than 43,000 acres have been reseeded. To bring about improved practice, Farrell selected certain dominant areas on one range in Bear Valley, reseeding by use of the relatively new forage crested wheat grass, Nomad alfalfa and Ladak alfalfa, yield of dry forage was increased from 2-300 pounds per acre from 1200 to 3000 pounds. One other demonstration, similar treatment increased production of beef per year from 140,000 to 170,000 pounds up to 190,000 to 210,000 pounds. The annual increase of 40,000 pounds was almost entirely the result of this reseeding practice.

Sagebrush eradication which increases yield of forage 2-5 times has covered 40,000 acres. A demonstration used to bring out the values of this practice resulted in an increase of beef production of 38,000 pounds or an annual income increase of $9,625.

Hand-in-hand with these two major projects was setting up grazing systems for better distribution for cattle. To bring this about, more than 1,000 miles of fence was constructed and 500 water developments made effective.

High production of 19,000 acres of dry land has resulted in an average production of a ton and one-half of high quality forage per acre every year instead of about the same yield of low quality hay every other year.

Fertilization of irrigated land and high production has become an established practice. Also application of 60 pounds of nitrogen on native

mountain meadows, which increases yield of hay by another ton of hay per acre, is also common practice. On alfalfa fields the use of phosphorus has been found to practically double the yield and over much of the alfalfa land, sulfur will nearly double yields. This extra supply of forage in this case is of economic consequence, as the extra ton of hay is produced from application from $3.00 worth of sulfur.

Along the John Day River, forage production has been greatly increased by the drainage of about 15,000 acres by 20 miles of drainage ditches. Other lesser projects which are improved forage are Juniper control and thinning of timber stands.

Not only has this progress in improving forage production methods made immeasurable increases in annual returns from the land in Grant County, but the work of Mr. Farrell has proven a demonstration to other range lands counties and has laid the ground work for what now appears to be one of the more promising future agricultural developments of the entire state, if followed through effectively.

Wallowa County

N. C. Donaldson took up work in Wallowa County, March 1, 1927, after a lapse in county cooperation of five years.

The county granges had for some time been discussing the question of cooperative shipping of livestock. Livestock was all purchased by five or six local buyers and most of it shipped to the Portland market. Farmers believed they were supporting too much middleman activity for the volume they

were offering. A committee was appointed by the granges to appeal to the new county agent for assistance. Although there was substantial support for trying cooperative shipping, the farmers did not in majority numbers favor the idea of a marketing contract. It, therefore, finally was decided to form a temporary organization on a voluntary basis and without membership fees. It was decided that to demonstrate the method and to evaluate results first shipments should be handled through the county agent's office. The first shipments were made in early October, 1928, and in the next two months approximately 2,500 hogs were shipped. Most of the farmers believed they had profited from this method, and insisted that the demonstration be further continued.

In December a meeting attended by about 70 farmers decided to organize a shipping association and seven directors were elected. The idea of a marketing contract still was not approved and the farmers insisted that the affairs of the association should continue to be handled through the county agent's office. Donaldson was elected secretary-treasurer. Fees for marketing were set at ten cents a hundred to be collected by the commission house in Portland and deducted from the checks sent back in payment to the shipper. The ten cents deducted was then sent to the association by the commission house after each shipment.

In the spring the patronage of the association became so large it was necessary to employ men to assist with the assembling and loading of the livestock. This expense was paid from the ten cents per hundred.

The advantages already apparent were somewhat higher return for the livestock, a lowering of the margin upon which local buyers were operating,

and the fact that the farmers gained valuable knowledge of marketing methods. The sales sheets accompanying each shipment put them in closer touch with the market and made clear the type of stock receiving top prices. Conditions at the local loading points were improved by establishment of stock scales in the stock yards after obtaining leases from the railroads for scale sites.

From the time of the first shipment until October 15, 1929, 108 carloads of livestock were shipped by 550 individual shippers. The net value of the livestock shipped was $325,422.

The establishment of this marketing association required more time and attention from county agent Donaldson than any other work in the county. In fact his responsibility as secretary-treasurer of the association went beyond the theories of Extension teaching. Nevertheless the advantages to the farmers of the county were so great in so many ways that this close connection was approved.

The following year 121 carloads valued at $473,270 were shipped. The following year 875 farmers shipped 215 carloads valued at nearly $400,000.

The association was incorporated in 1931. The county agent's secretary was named secretary-treasurer, but the affairs of the association continued to take a major part of the time of County Agent Donaldson. Mr. Donaldson was succeeded by Garnet Best on June 25, 1934. In the middle 30s the association was handling about half a million dollars worth of livestock annually, and in 1941 reached $1,273,384. Hogs alone shipped that year were valued to more than half a million dollars.

The second very important marketing activity of county agent Donaldson was his assistance to the farmers in establishing the Wallowa County Creamery Association as a cooperative marketing association which took over the Wallowa Creamery. Nine months devoted to meetings, conferences, discussions and study of the situation on the part of leading dairymen and county agent Donaldson were required to bring about consummation of the plans.

In order to assist in the final steps of perfecting the organization W. L. Teusch, assistant county agent leader, spent five days in the county actually assisting county agent Donaldson in completing the sign-up to bring the number of cows to the number the organization committee had decided necessary before finally organizing. Shortly after organization this creamery affiliated with Interstate Associated Creameries, a statewide butter surplus marketing association which had been set up with headquarters in Portland by the Extension Service with the assistance of the Federal Farm Board.

Polk County

In the Willamette Valley in the mid 20s, there was very little irrigation. Abundant water supplies flowed down through hundreds of small streams to the Willamette River and on to the Columbia River and to the ocean. Research work at the Agricultural Experiment Station had disclosed real economic value in the irrigation of certain crops. An interest in utilization of some of this water was increased among the farmers. Processors were becoming interested in vegetables for the canneries, and these were among the crops responding heavily to irrigation. In 1922, F. E. Price was named Soil Specialist and irrigation development was included as a part of this project. Only scattering acres were irrigated

By 1930 there were 30,000 acres irrigated in the Willamette Valley and coast counties. As part of his project, Specialist Price worked with individual farmers in several of the counties. Soon ten farms in ten counties were used as teaching demonstrations. Gradually irrigation practice increased. Now there are 170,000 acres irrigated in the Willamette Valley and coast counties. In Tillamook County, annual rain fall is around 80 inches, but one-half of the dairy farms irrigate their pastures during the summer months. Because of the necessity of changing the production output of many of these western Oregon lands on account of increased land prices, irrigation instruction has been in high demand in recent years.

An example showing this current interest is found in the work of N. John Hansen, county agent in Polk County. In that county, farmers had by 1960 filed on practically all the available water supplies and were irrigating between 9-10,000 acres of land. Leaders constituting a special committee of farmers working with Mr. Hansen had brought about a feasibility study by the U. S. Bureau of Reclamation. The survey was to indicate possibilities of development of water then lost for application to the farm lands. This report was explained to land owners in the Monmouth-Dallas region. The Bureau reported the cost of irrigation of about 50,000 acres would be $11.50 per acre. Land owners attending this meeting voted unanimously to organize an irrigation district covering about 12,600 acres. The work required from the county Extension office added so heavily to other work underway that special held was needed. A county agent-at-large was employed for a three-months period to take the leadership and project the organization of the district. Formal agreement was reached when an election on the district carried 194 to 15.

This activity motivated another group of farmers to take similar steps in another part of the county. This project is already adding much to the prospects for the future in Polk County.

Clatsop County

Clatsop County has faced many economic problems in recent years. The largest single factor contributing to these difficulities was the logging off of the original heavy timber stands. For instance, the assessed valuation of standing timber of the county in 1920 was $17,850,000, which was 43 percent of the total assessed valuation of the county. By 1947, this valuation had dropped to $1,395,000, or only eight percent of the assessed valuation. At that time, logging companies considered the logged off land worthless and either allowed it to become deliquent through non-payment of taxes, or gave the county a quick claim deed, thus saving foreclosure costs. By 1936, the county owned about 100,000 acres of this denuded land and speeded up logging operations were forecasting still further substantial acquisitions.

The county Extension agent in Clatsop County during this period of rapidly declining valuation was Afton Zundel.

This question received serious attention by the first Agricultural Economic Conference organized by county agent Zundel in 1936. Out of this conference grew the County Land Use Committee, a group of citizens with Zundel as secretary, which gave months to a study of this major land use problem. This committee was under the chairmanship of A. E. Engbretson, a large farm operator of the county and also head of the Engbretson Seed Company. Meantime, the Association of Oregon Counties had appointed a Forest Lands

Committee seeking changes in Legislation under which the county would receive a larger share of the returns from forest lands within the county, particularly those classified under the Reforestation Act.

The Clatsop County Land Use Committee contacted the committee from the Association of Oregon Counties and officials of the State Department of Forestry. Cooperation established resulted in passage of the Forest Acquisition Law in 1939. Under the terms of this act, counties and individuals could turn their lands over to the state for management and in return receive 75 percent of the gross from timber sales. Soon after enactment of this law, the Clatsop County Court, under leadership of Judge Guy Boyington, began to turn its forest land, classified as forest land under the law, to the State Board of Forestry for management. At this time Clatsop County, working closely with the Land Use Committee, executed a supplementary agreement with the state under which the county received 90 percent of the gross returns of any timber sold for a period of ten years. This side contract was made in order that scattered stands of old growth timber would be removed within a relatively short period. Since there was no waiting period for the growth of this timber, it was agreed the county should receive this greater share.

The Legislation legalizing this method of handling forest lands has been of great benefit to the coast counties. In Clatsop County returns from some areas managed by the state under the terms of the Legislation have yielded as much annually as a similar area of growing timber in private ownership. Currently, the acreage of this type of Clatsop County cut-over land managed by the state is slightly more than 145,000 acres. Revenue to the county in the 20-year period has been $3,398,852. Other advantages have

occurred, one of which is reforestation to the extent of 9,330,000 trees planted by the state.

Columbia County

A relatively new source of farm income has developed in Western Oregon since World War II. This is production of small forests. Prior to World War II, there was limited market, mostly for fuel, for the product of these privately owned small forest tracts. Since that time, markets have developed rapidly. More than 40 percent of the forest land in Western Oregon is privately owned. There are about 30,000 owners of small forest tracts from 10-2500 acres. Generally speaking, owners of these tracts are not fully aware of the value they have attained in very recent years. Neither are these owners aware that definite forestry practices will greatly increase the volume of marketable product and its quality as well.

In Columbia County in 1949, County Agent W. G. Nibler organized a county forestry committee. This was particularly appropriate in Columbia County as about three-fourths of the county's area is in forest of one kind or another, mainly second-growth Douglas fir. This forestry committee obtained ten acres of second-growth Douglas fir land from the county court and set up a timber harvest tract. The purpose here was to manage this tract under methods approved by trained foresters and to keep a record of results; thus it was a demonstration of the possibilities of a relatively new income source. As time went on, it became a demonstration to other heavily forested counties.

The timber harvest tract was handled on a sustained yield basis featured by selective cutting. By 1956, more than $500 per acre was the value of the logs thinned from this tract; meantime the remaining stand was greatly improved for future logging.

At this time, eight Western Oregon counties have an active forestry planning committee and two counties, Douglas and Lane, have added county agents to give full time to teaching different forestry practice. In Columbia County, as an extension of the forestry program, attention has been given to annual production of Christmas trees. Columbia County was also the first county to organize forestry study tours for grade school youngsters, which program is discussed elsewhere.

As a result of this activity in forestry education, a memorandum of understanding was executed in 1951 between the Extension Service and the State Board of Forestry. The Memorandum states in part --- The State Extension Service as authorized by state and federal law, handles the off-campus educational phases of agriculture for the entire state through the county Extension agents resident in each county, aided by technicians such as Extension Foresters. This includes forestry education among farm and urban adults and youths, farm and small-owner demonstrations in forest management, production and marketing. The Extension Service cooperates with other agencies in carrying on its forestry work. The Extension Service will also be responsible for the establishment of woodland management demonstration plots throughout the state and the dissemination of forest products and market information.

Currently, there are eleven woodland management demonstration tracts in the following counties--Benton, Clackamas, Columbia, Coos, Curry, Jackson, Lane (2), Lincoln, Tillamook, and Washington. To assist the county agents who are not trained foresters, two forestry specialists, Charles Ross and Gary Sander, are maintained on the central staff.

Umatilla and Malheur Counties

A compact demonstration of basic Extension education procedures is the use of Alkali and Leaf Cutter bees to increase pollination of alfalfa blossoms to increase seed yields. First the Experiment Station found that these particular bees, because of physical conformation, tripped the stamens of the alfalfa blossom in such manner as to increase it's chances of satisfactory fertilization. Alfalfa seed heretofore had not been an important crop in Oregon although some acreage was harvested in Umatilla and Malheur Counties. Further research disclosed that these particular bees were not subject to widespread population. It was found that the Alkali bees require controlled moisture and high alkalinity. Further research developed that artificial bee beds could be successfully contrived to increase the population in needed areas. Accordingly, the county agent in Umatilla County enlisted assistance of the Milton-Freewater Junior Chamber of Commerce and other local business interests and the county court, which later furnished county equipment for digging pits and providing needed gravel. Seven test bee beds were built the first year. Yield of alfalfa seed was substantially increased and cooperating farmers then built more than 100 bee beds. Much the same procedures was followed in Malheur County.

The Leaf Cutter bee builds its home in holes or crevices in building refuse dumps. Artificial homes for this bee were also developed by the research entomologist. These were spread throughout the alfalfa fields.

Because of this simple example of improved technology, alfalfa yields in these two districts have increased from about 280 pounds to 450 pounds per acre. Because of the increased income thus established, acreage has already increased the return to Oregon farmers by more than $2,000,000. This is generally considered only a start in a promising income producing development.

In addition to the formally established projects of the county, Extension agents and the specialists and the liason activities with many agriculturally and rurally orientated organizations, resident Extension staff members, assisted by members of the Extension central staff, hold many events of a specialized conference or short course nature on the campus. Examples during a recent three-month period are the following:

Essential Oil Growers League
Poultry Judges School
Rabbit Judges School
Ornamental Short Course for Nurserymen
Fair Field Day
Processing Crops
Production Short Course
The Willamette Valley--What Is Our Future?
Entomology Short Course

Flow of such events continues throughout the year with some what less concentrated during harvest periods.

FINANCE

State financing of Cooperative Extension Service started in an organized way when the Legislature of 1913 appropriated $25,000 to establish what was long-known as the educational Extension fund. This was a continuing appropriation remaining at that figure until 1938 when it was consolidated with the Cooperative Farm Demonstration fund.

The Legislature established the cooperative farm demonstration fund of $15,000 in 1915. This was reduced to $12,000 for two years during the Depression and then for an additional two years. In 1919, the Legislature established the state Smith-Lever appropriation of $19,000, which was increased to $31,000 by 1925.

In order to meet the matching requirements of the Federal Capper-Ketchum Act, the Legislature provided matching funds known as State Capper-Ketchum in 1929. This was non-operational during the Depression during 1934-35-36 and restored from millage at $42,000 in 1937 and continued until 1947 when it was replaced by other funds.

The Legislature of 1935 appropriated $5,000 for cooperation with the U. S. Bureau of Biological Survey for rodent eradication. This appropriation continued until 1955 when it was merged into the educational Extension fund.

To recover somewhat from the losses from the Legislative assembly of 1931, funds from the college millage income in the amount of $30,000 annually were allotted to the Extension Service two years. Millage funds were also used for Extension from 1937 to 1947. In 1935, the Legislature appropriated $5,000 annually for work in agricultural statistics. This fund was consolidated with educational Extension in 1955. Because of an unprecendented plague of field mice in 1958-59, the Legislature appropriated a special fund of $18,500 for erradication and control.

In 1961, the Legislature appropriated $4,200 annually for market news.

One of the most helpful appropriations was made by the Legislature of 1915 which passed an act under the terms of which the State Treasurer, upon receipt of certification of appropriations from Cooperative Extension work from any county court, would automatically duplicate that county appropriation up to $2,000 annually for all of the counties accept four. Four counties--Malheur, Harney, Klamath and Lake--each containing an area of more than 5,000 square miles were eligible for state duplication up to $4,000. The first of this duplication by state funds was $16,806. It reached the limit of $82,000 in 1950. By 1950, it had been discovered that the Douglas County area also exceeded 5,000 square miles.

This fund has been of great importance for several reasons. Outstanding among them, it hastened the establishment of cooperation in the counties because it reduced the requirements of the county appropriation. For some reason, it was more difficult to obtain cooperative Extension financing from the counties in Oregon than was the case in the neighboring states of Washington, Idaho, and California. These state duplication funds also made it possible in 1935 to establish, effective January 1, 1936, the principle of placing in each county budget from federal and state funds an amount equivalent to the salaries of the county Extension staff members. The counties then were asked to appropriate the amount equivalent to the operating costs of this staff. The main items were office space, secretarial service, travel, equipment and supplies.

Establishment of this method of financing marked a distinct point in successful growth of the Extension Service. Local concern over the salaries of the county Extension agents decreased greatly under this plan. In fact, only a few years after it was established, the salaries became practically no worry to the county appropriating bodies. They asked for the most competent men available. It therefore was possible to adjust the salaries of the county staff members with reasonable relationship to academic standards. It gave the county agents clearer status as faculty members. This had not been a problem in relation to administrators and specialists for some years.

With the exception of the duplication funds from the State Treasurer and the special appropriation of market news and funds for salary adjustments prevailing throughout the System, state appropriations were combined in 1955 into the educational Extension fund, which for the current biennium is $1,692,312.

One factor which has been very favorable to relatively liberal support of Extension by the Legislature has been consideration of agriculture research budgets as ear-marked items in the budget for the System of Higher Education. When this System was set up, it did not provide for handling these funds in such manner. It was contemplated, even definitely stated, that support of these two elements in the System would be derived from the common fund. In the mid-thirties, a group of influential farmers in the Legislature looked without favor upon the prospects of adequate financing of their basic industry from allotments from the total appropriation for higher education. They, therefore, indicated certain budgets for both Extension and research funds which would be used for the designated division only. This method of handling appropriations for these purposes has been followed up to this time.

Such a group of farm leaders and agriculturally orientated legislators prevailed for some years and developed substantial support in the Legislature for the Extension Service. They were largely responsible for an increase in the state funds for Extension from $1,225,043 in the 1953-54 biennium to $2,104,131 at the present time. Prominent leaders in this group were Dean Walker of Polk County, Ronald Jones of Marion County, Henry Semon of Klamath County, and Carl Engdahl of Umatilla County.

Federal appropriations for cooperative Extension work first became available under terms of the Smith-Lever Act signed by President Woodrow Wilson on May 8, 1914. This act provided $10,000 annually to each state. Funds in addition to that amount were to be apportioned on the basis of the states rural population in relation to the United States total rural

population. Allotments above the basic $10,000 were conditioned on equal appropriations for the purpose by the states.

This formula held until 1953 when all the Federal funds payable into the states for Extension work were combined with the original Smith-Lever funds. From this time on, Smith-Lever funds were allocated to the states half on the basis of the states rural population to the rural population of the country and half on the basis of the states farm population to the farm population of the country. The states were very evenly divided in numbers from the point of relative advantages between these two methods.

In 1916, the State's Relations Fund bringing $15,000 to Oregon was effective. This was changed to the Farmers Cooperative Demonstration fund in 1924, and reached $17,000 in 1934, and was then reduced to $4,000 per year for three years and terminated in 1937.

In 1916 Congress provided an emergency appropriation for co-operative Extension work for the purpose of increasing the number of county Extension agents, mainly county agricultural agents, in order that there would be grass roots understanding of the war emergency food program. Oregon was allotted $50,000 on an annual basis which reached $59,000 in 1918, following which this appropriation was discontinued.

Congress passed the Capper-Ketchum Act in 1928 which made $20,000 available to Oregon, which was increased to $26,000 by 1951. When practically all Federal funds for Cooperative Extension funds were consolidated into the Smith-Lever Act by appropriate amendments in 1953, the Capper-Ketchum funds were included.

This Act originally was intended for the main purpose of increasing the number of home demonstration agents in the United States. But it did not specifically limit use of these funds to home demonstration agents. Its language left some latitude indicating that the funds could be utilized for both men and women agents in just and fair proportions.

In 1935, Congress passed the Bankhead-Jones Act. When the New Deal wheat program and the corn-hog program were established, special allotments of funds were made to all the states which responded to a request that the organization work necessary for advancement of these programs be carried on by the Extension Service with the Director of Extension acting as top administrator. Intention was that this was a temporary arrangement and the programs would stand upon their own basis as soon as operational procedures were set up. The Bankhead-Jones appropriation was made to enable the Extension Service to carry out the extra load of educational services which had resulted from the establishment of these two New Deal programs which were in the near future about to assume their own financial loads. The Oregon share of the Bankhead-Jones appropriation started at $71,000 annually and reached $112,000 in 1945, at which time it was combined with Smith-Lever.

By this time the Extension Services of the country were meeting increasing demands for educational assistance on a growing list of subject matter areas. Congress, therefore, in 1945 passed the Bankhead-Flannagan Act which brought $52,000 annually to the Oregon Extension Service which increased by 1953 to $137,000, at which time it was included in the consolidation of appropriations into the Smith-Lever.

In the meantime in the Bankhead-Flannagan Act of 1945 (had the effect of replacing War Food Emergency funds, which ended 6/30/45) provisions had been made for distribution of certain small percentages by the Secretary of Agriculture on the basis of special needs. Under this arrangement, Oregon was allotted approximately $20,000 of special need funds. An additional $11,000 was allocated in 1947. For the next fiscal year Oregon was allotted $39,000; in the fiscal year 1948-49 the allocation from these funds was $38,000 but this was increased by $4,000 in January 1949. This was increased to $43,000 in 1948 and thereafter leveled down to $38,000. After consolidation of funds under the Smith-Lever Act in 1953, this fund was increased to $54,000, the current figure.

Meantime, there had been many relatively small congressional appropriations for specific purposes. In 1934 under terms of national legislation for drought relief, $53,000 was allotted to Oregon Extension Service for participation in this program. This appropriation was for a single year. A special organization was set up. Professor P. M. Brandt, Head of the Animal Industry Division, was temporarily detached from his resident functions and headed up the drought relief program under the administration of the Vice Director of Extension.

In 1936, to assist states in setting up the wheat and corn-hog programs, a small congressional appropriation was made for agricultural conservation. Oregon's allotment was $19,000 in 1936, $9,000 in 1937 and had tapered down to $1,000 in 1944.

Meantime, the Federal supplemental Smith-Lever appropriation made by Congress in 1919 which first brought $11,000 to the state had dropped to $3,300 in 1939 and was discontinued.

In 1945, the Oregon Extension Service was able to obtain $1,620 per year from the Clark-McNary Forestry Act. This annual contribution extended until 1955 when the Federal Clark-McNary funds were included in the Smith-Lever funds. Also allotment of $2,000 was obtained in 1949 for four years from the Federal act providing funds for work in farm housing.

In 1949 Congress passed a major act aimed toward increasing educational work in marketing farm products. This was known as the Research and Marketing Act, and the first year provided $15,000 for educational marketing specialists. This fund was allotted to the states on a 50-50 basis on approval of marketing projects and reached a total of $43,032 in 1961-62.

In order more fully to meet the rapidly increasing requests in all of the states for more Extension work, some 20 or more agricultural organizations or agriculturally oriented groups decided in 1953 to ask Congress to increase the Department of Agriculture's fund for cooperation with the states. This movement was spearheaded by Mr. Rhae Blake, executive officer of the National Cotton Council.

It was believed by the farm groups that the Department's contribution to this cooperative program should be more nearly in line with the contributions within the states and counties. It was also believed that substantial increase in the Department's appropriation would be substantially reflected within the states.

While the Congressional appropriations under this movement added to an annual increase of $24,551,971, the states in the same period had added $36,014,741 to the national expenditure for Extension.

This movement brought to $56,715,000 the amount appropriated for the states through the Department of Agriculture for the fiscal year 1960-61. The states, however, increased their contributions even faster, reaching a total of $93,382,712, making a total of federal, state and county funds of $150,097,712, an increase of $89,531,000 from the fiscal year 1953-54.

While no definite goal had been set by the farm organizations, it was the general understanding throughout this group that a 100 percent increase in the Federal appropriation, together with substantial increases from sources within the states, would be required to place the Extension Services on a satisfactory working basis.

The Extension Section of the Association of Land-Grant Colleges and State Universities activated its legislative subcommittee under the chairmanship of F. L. Ballard, Oregon Associate Director, to work closely with the farm organizations. Agreement was made with the farm organizations that the first substantial increase should be used to the extent of at least 80 percent for the county Extension agents. The first increase attained for 1953-54, totaling slightly more than $7\frac{1}{2}$ million, was used by the states to the extent of 87 percent for county Extension agents, largely for additional agents, a few specialists and supervisors, and only to a slight degree for salary adjustments. Annual increases in Federal funds were received until 1959 when the total reached $53,715,000. No increase was received the following year, but a slight addition--$3 million--was obtained in 1961.

Meantime, it was a great satisfaction to all those engaged in Extension work that increases in funds from within-state sources more than matched the increases from the Department of Agriculture. As a result, the total expenditure for Extension in the current year is $150,097,712, of

which 62.2 percent is received from state sources, nearly all state and county. In this period the amount of non-tax funds from state sources dropped $712,743 mainly as a result of discontinuance of contribution of county Farm Bureau funds to county Extension budgets.

Although the objective of the farm organization group to bring Federal contributions up to about one-half of the total national Extension expenditure was not attained, the stimulation to state appropriating groups by the national movement brought increases that placed most of the state Extension Services on a fairly good working basis. It enabled establishment of reasonably adequate salary scales in relationship to the salary scales of resident workers in the parent institutions.

The presentations to Congress involving the requests for additional funds were based first on a need for more county Extension agents as related. For the second year a case was made for farm and home planning and for the third year, upon the needs and values of program development under the term Program Projection.

In about the third or fourth year of these annual requests for substantial increases from the Congress, the activity of the farm organization group began to wane---for various reasons. There seemed to be some dissatisfation over the uses to which the funds were being placed by the states. The Cotton Council people, for example, were definite in their commitments for more county agricultural agents. In fact, this organization was cool to the home economics program and was very mild in its acceptance of 4-H Club work. The American Farm Bureau Federation objected to some of the broader programs such as public affairs and did not believe in urban work. Another distracting factor was the failure of program projection to meet its

potential in a national way. Many states developed various methods, most of which were lacking in the application and thoroughness required to make the movement a vital force. Another factor in slowing annual increases was the position on Extension appropriations held by Congressman Whitten of Mississippi, who was at this period the dominant personality on the Subcommittee on Agricultural Appropriations of the Appropriations Committee. Much of the success which was attained resulted from the helpful support of Senator Richard B. Russell of Georgia and Senator John Stennis of Mississippi, and the good support of Senator Hayden of Arizona.

F. L. Ballard relinquished chairmanship of the Legislative Subcommittee in 1959.

From the first, the handling of Oregon Extension funds has been meticulous. All the facts regarding county budgets were always presented in negotiations with the county courts. Not a single dollar appropriated through the years by any county has been used for other purposes than those within that county. Whenever, as was a fairly frequent occurrence in the early days, a county discontinued its cooperation, settlement was made whereby any unused funds of county origin were returned to the county. A similarly high-level standard prevails in relationships with the College business office and the office of the Comptroller of the System of Higher Education. Similarly in discussions with the Ways and Means Committee, the appropriating group of the State Legislature, the existing situation in its entirety was presented with no underplay of unfavorable elements or attempts to cover up by juggling accounts.

Because of these policies, Extension Service has had a high rating by those participating with it in financing matters. On occasion, Extension

Service has been complimented by the Ways and Means Committee and by budget officials of the Comptrollers Office.

The question is often raised as to domination by the Federal government in the direction of activities resulting from cooperative budgets in which the Federal government has an interest. In the 50 years covered by this statement, there has been only one directive received from the Federal government. This was in the form of an order to accept the government crop report statement on number of hogs marketed annually in Oregon. This figure was needed as a basis for the corn-hog program in 1934. Oregon State College staff members, supported by all interested parties in the state, believed these figures far out of line. Extension Service refused to accept them as a basis for continuing the program. This position was supported by President Peavy. As a result, the Federal crop statistician from Colorado was brought to Oregon to make a special survey and the figure was adjusted upward to within about 10 percent of the estimates of the Oregon interests. This figure was accepted.

Accounting in the Extension Service has been handled by exceedingly able persons. Mrs. Margaret F. Cook, Secretary of the Extension Service from November 1, 1917 to July 1, 1928, handled accounting procedures during her tenure. She was succeeded by J. M. Clifford, under various titles, chief finance officer until June 30, 1949. On July 16, 1951, this work was taken over by Curtis Weedman, who under the title of Administrative Assistant, now has responsibility for it.

In the last 20 years, the annual Extension budget has increased more than six times, from $522,951 for the biennium 1941-42 to the 1961-62 total of $3,384,357. It is significant in the testing of the values placed

upon this off-campus program by the Oregon public that the greater part of this increase has been in local funds--state and county. State appropriations were increased slightly over nine times, and appropriations by the county by about five times during this period.

The following budget outlines for representative years indicate roughly the growth of the budget for Federal Cooperative Extension. In the fiscal year 1924-25, the Oregon budget was:

Federal Funds			
Under terms of the Smith-Lever Act:	Regular	41,300.38	
	Supplementary	9,924.51	51,224.89
United States Department of Agriculture:			
Farmers Cooperative Demonstration Fund		22,941.67	
Biological Survey		12,000.00	34,941.67
State Funds			
Under Section 2, Chapter 110, Laws of 1913, Educational Extension			25,000.00
Under Section 6, Chapter 110, Laws of 1913, amended by Chapter 281, Laws of 1915, Cooperative Farm Demonstration			15,000.00
Under Section 3, Chapter 110, Laws of 1913, Duplication of County Funds (calendar year 1925)			51,045.00
Under Chapter 198, Laws of 1919; Chapter 391, Laws of 1921; Chapter 286, Laws of 1923; and Chapter 353, Laws of 1925, (direct appropriations for 1919-20, 1921-22, 1923-24 and 1925-26 bienniums offsetting Federal Smith-Lever) State Smith-Lever			31,300.50
Under Chapter 354, Laws of 1925, Rodent Control Fund			2,500.00
County Funds			
Under Section 3, Chapter 110, Laws of 1913, County appropriations for Extension work (calendar year 1925)			76,195.00
Other Funds			
Contributed to County Extension Work Fair Association, Malheur County			300.00
		TOTAL	$287,507.06

The above Federal Funds are for the fiscal year ending June 30, 1925. State and County funds are for the calendar year 1925.

Sources of Extension Income; July 1, 1933-June 30, 1934:

Funds disbursed direct from Washington, U.S.D.A.*

A. Farmers' Cooperative Demonstration Subject to 15% cut on all salary and wage items under the Federal Economy Act This was changed to 10% Feb. 1, 1934.		
Gross appropriation	19,550.00	
Less cut on salaries	2,551.70	
Net appropriation		16,998.30
B. Agricultural Adjustment Administration		
1. Wheat Allotment, July to Dec., 1933 Subject to the 15% and 10% cut, as above.		
Gross appropriation	23,000.00	
Less amount not used	3,296.97	
	19,703.03	
Less cut on salaries	2,125.86	
Net appropriation		17,577.17
2. Corn-Hog Allotment, December, 1933 to June, 1934. Subject to the 15% and 10% cut, as above.		
Gross appropriation	23,793.33	
Less amount not used	948.85	
	22,844.48	
Less cut on salaries	2,091.80	
Net appropriation		20,752.68
3. Allotment for Wheat Acreage Recheck work May to June 30, 1934. Subject to 10% cut on salary items.		
Gross Appropriation	2,350.00	
Less balance carried forward to 1934-35	1,573.03	
	776.97	
Less cut on salaries	62.90	
Net appropriation		714.07
Total disbursed from Washington		56,042.22

*These Washington funds were appropriated for very specific work to be completed within a specified limited time. Any balance unspent at the close of the period, reverts to the U.S.D.A.

Sources of Extension Income; July 1, 1933-June 30, 1934 (continued)

Funds Disbursed from College Business Office

A.	Federal funds		
	1. Federal Smith-Lever	45,350.36	
	2. Supplemental Federal Smith-Lever	13,569.55	
	3. Federal Capper-Ketcham	24,294.16	
	4. Additional Federal Cooperative	19,500.00	
	Total Federal funds		102,714.07
B.	State funds		
	1. Educational Extension. Original appropriation set up under section 18-803, Oregon code, 1930, $25,000; reduced 20% by Chapter 413, laws of 1933	20,000.00	
	2. Cooperative Farm Demonstration. Original appropriation set up under section 18-807, Oregon Code, 1930, reduced 20% by Chapter 412, Laws of 1933	12,000.00	
	3. State duplication of county certification, 1933 calendar year. Appropriation received under provisions of Section 3, Chapter 110, Laws of Oregon, 1913	54,478.86	
	Total State funds		86,478.86
C.	County funds for calendar year 1933		65,944.86
D.	Sundry receipts		8,642.09
	Total deposited with College Business Office		263,779.88*
	Total disbursed by Washington		56,042.22
	Total for 1933-34		$319,822.10

*The deficiency between 1933-34 income and the expenditures shown for the same period is due to balances conserved in the previous period and brought forward in anticipation of restricted income for 1933-34.

For the fiscal year starting 1961, the budget is as follows:

Fiscal Year 1961-62

Federal Funds		
Smith-Lever (amended 1953)*	$ 630,754	
Research & Marketing	43,032	
Marketing Management	15,000	
		$ 688,786
State Appropriations		
Educational Extension Fund (Chapter 554, Oregon Laws 1959)	1,692,312	
Salary Adjustment Plan	175,883	
Civil Service Pay Plan	26,028	
Market News	4,100	
State Duplication of County Appropriations (O.R.S. 566.240-566.260)	82,000	1,980,323
County Funds		591,440
Miscellaneous		
Seed Certification	65,000	
Corn Show	2,400	
Extension Income	26,300	
Indian Extension Work	23,960	
Gifts	6,148	
		123,808
Total Income for Extension Work 1961-62		$3,384,357

Percentage of public funds from each source:	Federal	20.3
	State	58.5
	County	17.5
	Miscellaneous	3.7

*Includes Rural Development

SCATTERINGS

The Extension Service, in its 50 years of trial and growth, has proven beyond recall that off-campus educational programs definitely tied by good planning to specific subject matter areas are acceptable; that the methods developed through off-campus teaching of a voluntary audience are unique but effective; that the measurable economic returns from application of this teaching have fully equalled and often exceeded early expectations; that the unmeasurable but easily visible influences on the educational level have been substantial and that the development of local constructive leadership has been tremendous.

Nevertheless, progress has met some easily recognizable handicaps. One is the difficulty of developing a well integrated nation-wide movement for a loosely directed federation of 48 states, recently 50. While one of the factors advanced in the estimates of the system was state autonomy, it would have been reasonable and helpful if the overall central office of Federal Extension Service, through which for many of the 50 years more than half of the funds were derived, had been a little more positive in its direction. For example, there are few instances throughout all this time that a high level representative of the Secretary of Agriculture has conferred with land-grant college institution presidents or governing boards regarding activation and interpretations of the Memorandum of Understanding

between these institutions and the Department, signed at the beginning of the Cooperative work.

Because of the popularity of the on-the-ground programs involving constant and intimate contacts with rural leadership, funds for Extension have been more easily obtained in some states than was possible for resident instruction or research. Land-grant college administration, in its efforts to maintain what it considered reasonable balance between the three divisions---Extension, research, and resident instruction---, has not given fullest support to Extension financing for that reason. Emphasis has been upon obtaining funds for enlarging physical plants to accommodate the flood of resident students since World War II. This is not to criticize, but only to clear a fact, because undoubtedly the first responsibility of these institutions is to provide facilities for students. In Oregon, for example, Extension budget proposals, in order to meet the growth and interest and participation in the off-campus work, in the past ten years have been, because of this interpretation of greater need, substantially disallowed by administration of higher education.

Within some institutions there has been a core of feeling that the Extension program is too elementary in nature to be worthy of academic status. The unsoundness of this ivory tower concept has been called to the attention of land-grant college administration by some of the more farseeing presidents. The very marked trend of Extension personnel toward training beyond the baccalaureate degree has helped to alleviate, but has not fully obliterated this concept, a very narrow one from the standpoint of original land-grant college philosophy.

In some states growth of Extension Service has been retarded by too tight an organization within the Schools of Agriculture and Home Economics. The original Memorandum of Understanding between the institutions and the Department called for a definite administrator of the Extension Service, nominated by the institution who would be acceptable to the Secretary of Agriculture. Some states have clouded this definiteness by naming the Dean of Agriculture as the Director of Extension and the Director of the Experiment Station, thus combining three major administration positions in the School of Agriculture in one individual. Advantages of this plan have been presented which seem sound in theory, but are not practical. The cold facts are that in all the states except such small ones as Delaware and Rhode Island, perhaps one or two more, occupants of each of these three major positions has a complete assignment on a full-time basis calling for the upmost capability in operational procedures. Any dilution is very likely to result in loss of momentum. In Oregon, this plan has not measurably affected the Extension Service because of the particular personalities involved. This, however, is not to say that this is a desirable type of organization. It was established for what seemed to be good reasons in 1934, but on a temporary basis, so termed. The situation has not changed, however,

The envolvement of the long powerful American Farm Bureau Federation, out of the County Farm Bureaus organized by the State Extension Services on what was intended a purely educational basis, may or may not have been a helpful factor in 50 years of Extension. It is true that the American Farm Bureau Federation has always been helpful in maintaining the flow of funds through the Department of Agriculture and has had strong influence on local financing in some of the states. On the other hand, this relationship has caused extensive long-time criticizm by the National Farmers

Union and has almost certainly influenced the position of the National Grange. Recently the Farm Bureau Federation has critized the Extension Service for working with urban residents for teaching public policy, even when rurally oriented and for leadership development techniques.

In some states Extension Services gave only nominal support through their public affairs programs, if any, to the New Deal agencies which grew out of the depression and the Roosevelt administration. This was a serious error. By that time it should have been plain to Extension administration that the Extension Service under the most optimistic outlooks could not meet the expressed needs of the rural economic and social situation. Any constructively planned supplement could well have been welcomed, assuming that the main subject matter utilized would be coordinated to the point where there would not be four or five agencies each teaching its own method of growing corn, for example.

The trend toward duplication of Extension methods and organization procedures and occassionally overlapping functions has at times perhaps appeared as a handicapping influence. If so, it could be said that Extension Service is a victim of its own successes. Perhaps a sounder estimate is to credit Extension Service as a very constructive and instructive pioneer in new concepts of the educational processes which have been widely acceptable.

Unfortunate terminology has proved a handicap. The name Cooperative Extension Service does not suggest its functions and has no ready popular appeal. Also, it is labeled by different tags in different states and different counties.

The approximately 3,700 local offices are seriously lacking in many features needed for good public service, including businesslike appearances.

Until recent years, Extension staff members were relatively underpaid and on insecure tenure.

It seems a responsible estimate of future developments to say that unless Land-Grant Institution support of agricultural research, Extension, and some service functions is solidified, much of these gradually will be taken over by other agencies, particularly the United States Department of Agriculture.

Some weaknesses in the Extension Service have become apparent, which were shared in the Oregon experience. One was throughout the country, because of requests for more and more work without compensatory budget additions, a trend toward thinness now seems apparent -- trying to cover more ground than available personnel justified.

There has been substantial indication of large expenditures of energy in trying to make a science of some Extension procedures which were in reality an art. Many conclusions and often published reports resulted that ranged all the way from rock-hard in intellectural substance to thinly superficial. Often considerations that reached the Ph.D. level took time that could more productively be occupied in field work. Notwithstanding a very evident upward rise in the educational level of the constituency, the clientele was not yet in large numbers in position to absorb an ivory tower type of output. Program making, for instance, was dissected, psychologically analyzed, physically estimated and pointedly concluded in some thousands of written words. In terms of action, many thousands of these words added up to nothing. From the practical standpoint, deciding what to do, or programs, is a simple matter. A competent county Extension agent, and perhaps a competent

Extension specialist, meeting with the leaders of some special interest group can not fail to conclude with agreement on some things worth accomplishing and best methods to bring about positive results. Some administrators have concluded that more time with leaders in the field and less time around the central office conference table would sometimes greatly clarify the program problem.

During this 50-year period, there has been remarkably little deviation from the broad policies established for Oregon by Director Hetzel. Changing conditions and at time emergencies have now and then caused some adjustments in policy, some temporary, but a few in keeping with the changing times. Major important policies, however, tended to become more fixed through the years.

Number one would involve objectives. These are, first, to render a public service. The accepted scope is the field outlined in the Scope Report. Second, to utilize this service for development of leadership. Third, to emphasize the teaching programs and projects of economic value on the theory that most social progress proceeds faster as the economic base improves. Fourth, to identify Oregon State College as a constructive force.

The second grouping of policies might well be that of personnel management. In this, it is Oregon policy (1) to maintain as competent a staff as is possible within the limits of budget resources and combined judgments; (2) to maintain full faculty ratings; (3) to surround personnel as far as possible with circumstances which will bring out most helpfully their individual potentials; (4) to disregard traditional organization patterns to accomplish (3) and to prevent bottlenecks by not placing an undue number of staff under any single immediate supervisor; (5) to furnish similar guidance, as far as possible, to all staff personnel.

Criteria for advancement in the Extension Service were frequently reviewed with the staff. For county agents, four points were made. These were: (1) citizenship; (2) attitude or team work; (3) technical competence; (4) tenure. In connection with the Extension specialists, an additional point was emphasized. It is the relationship to the organized industry, or established leadership in the field of their responsibility.

The third category may be operational procedures. These are directed toward (1) accomplishing the above listed policies; (2) building programs of work in cooperation with the people who should be involved; (3) integrating these programs into a county Extension program; (4) recognizing this county program as the basis of a strong Extension program for most Extension work and by placing the central staff personnel in position to assist to perfect the county program.

The Oregon Extension program continues to expand in both directions---breadth, or width, and depth. The technique, program projection, used for so many years, contributes to widening the program. Committees of citizens, noting with satisfaction progress made in previously agreed directions, are constantly suggesting additional work--some in the nature of new projects and some in areas that might be termed sub-projects of activities already under way.

In this connection, although technical agriculture and technical home economics are basic in their considerations by these program-making groups, there are continuous requests for more and more work in other areas affecting rural life, including some areas within human relations, or the social fields. Examples are land zoning, assessment and taxation, rural

health, rural schools, civil defense, farm and home safety, and many other questions concerning community development. This widening of the county programs is reflected in increased appropriations for county Extension agents in order that more assistance may be available. It is the main reason for an increase in the number of county agents from 72 to 167 in the 20-year period 1940-60, and increase in total county and central staff from 105 to 244 in the same period.

There is broadening interest in technical agriculture also. What promises to become one of the most productive fields from the standpoint of economic returns to the state lies in farm forestry. There is increasing appreciation of the values that in recent years have developed around a small woodlot as a part of the farm business. Approximately 20 percent of the commercial timber stands in the United States are within the State of Oregon and about 40 percent of the acreage involved is in small holdings. Douglas County, for ten years has made annual appropriations to include on the Extension staff one county agent who is a forester devoting full time to farm forestry programs. In this reporting period, Lane County made request for a forestry agent. District supervisors say that if funds are available, and this fact were to become known in the counties, local program committees in some six or seven counties would undoubtedly bring about requests for an additional county agent to work full time in farm forestry. In eleven counties, Extension agents have established demonstration forest tracts for instructional purposes.

Another subject-matter area of great promise is the replacement of many thousands of acres of sagebrush in eastern Oregon by grass. Extension agents already have demonstrated that the sagebrush can be removed economically

and that grasses are available. It is estimated that the beef-producing capacity of much of the 12 million acres now in sagebrush or other useless plants could be increased from about three or four pounds per acre per year up to 18 to 20 pounds. A number of the more experienced county agents, notably those in Grant and Harney Counties, however have continued strong programs.

In western Oregon, the future development both in agriculture and industry depends more heavily than is generally realized upon water utilization. It has become apparent that future agricultural development in this area--particularly in the Willamette Valley--rests more heavily on water development than any one factor. Land prices in the Willamette Valley have reached a level at which it is impossible under most conditions to pay for a farm out of its earnings within the lifetime of the operator unless the production pattern is changed markedly from that which has prevailed up to this time. The changes in this pattern which make possible a more optimistic outlook involve use of irrigation for the more intensive crops and methods which may be successful. Already Marion County has become one of the leading counties in this development, with 44,861 acres now irrigated, which places the county in ninth place in irrigated acreage among the counties of the state.

More and more interest is developing among the landowners in specialty crops. These are products not widely adapted but suited to the climatic conditions of western Oregon, and which therefore hold some competitive advantage. Some already are under production quite substantially, others are in the beginning stages. Among these specialties are the lilies of Curry County and holly of western Oregon, the sword fern and greenery of

the coast counties, roses, shrubs and other nursery products in the Willamette Valley, and cut flowers.

Extension programs tend toward increases in depth as well as in width. The educational level of the commercial farmers has risen rapidly in recent years. A higher percentage of them are college graduates. Extension teaching not only by the Extension Service but by other agencies as well and by agricultural representatives of banks, spray manufacturers, and fertilizer companies has contributed also. It is now necessary that teachers of technical agriculture and home economics be more thoroughly grounded in their subject matter than was necessary in earlier days of Extension work. Unless the county Extension staff members are sufficiently trained and experienced to obtain confidence of their clientele, they are by-passed as the farm man or woman goes directly to the research centers for their information. This situation fortunately is being met by rapidly growing interest on the part of county Extension personnel in graduate study and other professional improvement.

Through the years it has also become recognized that the successful county Extension agent has need for more training in technical agriculture or home economics. Under the Oregon system of teaching, largely through the special-interest groups or commodity interest committees, the skills in human relations that make possible effective techniques and effective cementing of group relationships have become necessary. To meet this latter need it has for several years been the policy to make available to both central and county staffs training in the techniques of group dynamics. Frequent workshops have been held and strong emphasis has been developed around this area of personnel training.

One question which Extension for the future is facing is the extent to which the Extension Service as now organized will serve as the educational arm of the total Land-Grant Institution. Established by statute as a service to agriculture and related subjects, the question of defining related subjects is immediately before Extension administrators. With the growth of the term agriculture to currently new meanings which include all of the operations involved in assembling, processing, transportation, and otherwise distributing as well as in production, there is need for extending the services of Land-Grant Institution departments and divisions often not included with technical agriculture in the institutional organization. In some of these Institutions, off-campus offerings in these related fields are handled by another organization, often cataloged as General Extension. Much of the work in General Extension is on a fee basis and may be used for undergraduate college credit. This process has not been used in Cooperative Agricultural Extension. College administrators generally are studying means of coordinating these differing Extension functions. In two states, Missouri and Utah, they have been combined in a single administration. This process, however, generally is not an easy one, and the problem is a major one for both sorts of Extension programs.

In technical home economics attention will be given to developing with county and state home economics council leaders the values which lie in their sponsorship over a wide range of constructive projects. Of course every effort will be made also to increase these projects as well as to spread them among a wider clientele, including the working wife, the young marrieds and the low income groups.

In 4-H Club work, emphasis will continue, it seems sure, with increasing concentration on training of local lay leaders. This is the key to adequate development of the youth program, it is believed.

One county was designated as a pilot Rural Development county in 1956. A special agent was added to the county staff and marked progress has been made. The county is Lincoln, in which more than half of the average farm income is farm forest products. Sixty miles of ocean front make activities connected with the tourist business of growing importance in the county. Special Agent Zundel attacked problems within these areas with special emphasis but has made progress in several other directions.

No standards have been set up anywhere as far as is known for evaluating the relative effectiveness of the various state Extension Services. If such an evaluation would render any worthwhile service, one of the factors given weight would undoubtedly be the extent of local--state and county--support in dollars given the state program. It may be said, in general terms, that throughout the past ten years the reputation of the Oregon Extension Service in Land-Grant Colleges and University considerations and in the Department of Agriculture has been high. In such informal considerations, it has quite generally been rated among the few most effective organizations. In local support throughout this period, Oregon has shared top place with California on the percentage of local funds in the total state Extension Service budget. At times Oregon has been tops and at other times California. Usually only a fraction of a percentage point was the difference. Oregon's percentage of local funds recently has been fairly constant at about the 20 percent position.

Oregon's method of program determination worked out in the late 1920s, attracted national attention, and in 1954 the principles were used by the Federal Extension office in advocating Program Projection as the method to follow in program determination and implementation. F. L. Ballard, Associate Director, accepted 27 invitations from 25 states to discuss this procedure before state Extension staffs. He also appeared before the Extension Service in the Province of Alberta in Canada. Assistant Director C. W. Smith did likewise in British Columbia and Assistant Director J. W. Scheel appeared before the agricultural staff of the University of Alaska and at a national workshop at the University of Wisconsin. Assistant Director J. R. Beck spent a year on leave in Thialand to set up agricultural Extension and agricultural research at Kasetsart University. Mr. Smith also taught program making two successive years at the Summer School at Oklahoma State University, as also did Mr. Scheel one ye ar at the University of Wisconsin.

Assistant Director Scheel served as chairman of a national committee of Extension personnel which founded the Journal of Cooperative Extension, a professional periodical.

F. L. Ballard, Associate Director, was a member of the committee which brought about organization of the National 4-H Club Center in Washington, D. C. Mr. Ballard was also chairman of a committee of five Extension Directors which published through the University of California a guide on Extension public relations. Miss Esther Taskerud, while a State Agent in 4-H Club work, was elected to the Board of Directors of the National 4-H Club Foundation, which has general direction of the 4-H Club National Center.

The 4-H Club program throughout practically all the 50-year period has enrolled a higher percentage of eligible youth than any state west of the Mississippi River.

It may be well to take a summarizing look at the organization at this time. First, perhaps, general standing. It is not boastful, it would appear, to record that among many who are qualified to pass judgment, the Oregon Extension Service is not outranked by any of the other forty-nine. The definitely pursued policy of building the Extension program around county Extension staffs has been successful to the point of attracting national attention. The progress made on integration of the various projects and individual programs into a broad Extension program with cooperation in all phases of it by all staff members has been high level. The ultimate has not been reached and perhaps never will be to the extent of giving 100 per-cent satisfaction to all members of administration and supervision. Utopian conditions are seldom permanently stabilized in an organization of 250 or more persons. However, it all adds up to marked progress.

This year, as has been explained on other pages, the state and county support for Cooperative Extension work in Oregon is second in the United States, having this year yielded first place to California. For some ten years now, Oregon has been in either first or second position among all the states in the percent of state and county funds in its annual budget. There may be more academic or scholarly or scientific methods of evaluation. But one very practical method is measurement of the extent to which the people served will support the enterprise.

The personnel in the Oregon Extension Service is definitely superior in comparison with Extension personnel generally. Members of the Oregon staff are requested for more service on national committees, on programs of national events, and for more out-of-state contact than is generally the case. Through the years, this organization has been very liberal in making it possible for these distinguished staff members to render this wider service.

Full academic standing is a feature of Oregon Extension which does not generally prevail. This is sound and sensible. Anyone who knows Extension work is fully aware it requires as much ability to succeed in Extension as in either of the other branches of college work--research or instruction. In fact, Extension may require greater ability in certain directions as the basic structure of the Extension Service--the County Extension Agents--are under annual review among the people with whom they do everyday work as to the value of their accomplishments and their standing as leaders and citizens. The quality of the entire program of skills of agriculture and skills of home economics would be generally strengthened if all staff members were subject to the same type of appraisal by the public served as is experienced by Extension. It is fitting, therefore, that Oregon maintains the original ideal of Extension work--recognition as one of three coordinate divisions for the Schools of Agriculture and/or Home Economics. There have been instances in the development of Extension work through the years when this situation did not prevail in some states and Extension was more or less the problem child hampered by indefinite status.

The Oregon salary scale is one of the best. As of last September, when latest statistics were available, the senior county agents received

third highest average annual salary among the states, being exceeded only by California and New Jersey. While the organization here does not officially name County 4-H Agents, a listing of those doing full-time Club work shows Oregon with the top salary in the country for this group of agents. Home agents are not in such good position, standing about eighth in average salary among the states. This position is influenced by the Oregon policy of employing home agents of the type who contribute to a rather rapid turnover. This tends to hold the salary average down because tenure and seniority is one of the factors in salary determination. However, salary scales applying to women staff members are the same as for men.

There may be other lesser points in which Oregon stands out and there may be a few minor ones in which the scoring is nearer the general average for all the states, but these instances are minor and do not add up very much. Looking ahead, there seems no serious cloud and on this strong basis progress should continue.

Both time and space for this review of Oregon State University Federal Cooperative Extension have become exhausted. As it stands, only characteristic illustrations of the effectiveness of off-campus educational processes are presented. The sum total of the results of these influences upon the educational level of the state and upon its economy cannot be scientifically analyzed to permit arrival at any reasonable estimates of measurement.

But this is known. This 50-year period has been, as a whole, a time of substantial material growth and of progressive better living. The teaching programs of the Extension Service have touched upon every facet of

farm and non-farm rural life and upon many of the directions of urban life as well. Every helpful change or trend in the state's agriculture and its rural home life has been taught and, indeed, most often initiated by Extension staff members. And the influences upon leadership may be plainly recognized by those familiar with the state's development over any extended time. Unusual dedication to an extensive youth program has during formative years taught the values in skill development, in good citizenship constituents such as community service, leadership and cooperation and career adaptation.

It has been both a high official and an intense personal satisfaction to have had the good fortune to experience participation in a small and occasionally to a greater degree in this onward tide of progress during nearly all of the period that is considered here. It was inspiring early to become aware of the intent of the College to do all that it could to meet the need of the public beyond its walls for knowledge with which to meet the changing times. It was encouraging to observe the growth of public acceptance of these aids as people became more and more conscious that they were available. This adds up to a tremendous gratification that the way has been effectively pioneered to reach "the rapidly expanding population's need for rapidly expanding knowledge" in whatever fields these needs may lie.

It is hoped that the way is more clear for the University, any university, to open its gates more frequently and more effectively for those outside who would sample experience in off-campus curricula.

I N D E X

APPOINTMENT DATES AND TENURE

County Extension Agents, 1912-61 I

First Agricultural Agents with County Financial Cooperation XXVIII

First Home Agents with County Financial Cooperation XXX

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I.F.Y.E. Delegates XLII

COUNTY EXTENSION AGENTS, BY COUNTIES, THROUGH THE YEARS

BAKER COUNTY

Chairmen

Tweed, Henry E.	11/10/17	10/31/19
Carpenter, Paul	1/6/23	2/28/27
Morse, Roger W.	4/23/47	9/1/30
Fortner, Philip T.	9/1/30	7/15/44
Conrad, Clifford D.	7/20/44	2/28/49
Wright, LeRoy C.	3/15/49	

Women County Agents

Murphy, Edna M.	8/16/17	7/13/18
Knapp, Elizabth J.	8/16/43	4/1/52
Roy, Dorris M.	4/7/52	5/31/59
Dennis, Deloris R.	5/15/59	2/10/62

Men County Agents

Jenkins, Clifford C.	3/28/34	1/3/35
Albaugh, James E.	1/3/35	11/1/35
Hill, Frederick W.	1/11/37	12/15/40
Perry, Grant W.	1/16/41	9/20/42
Carter, Douglas T.	9/21/42	4/15/43
Appling, James B.	5/17/43	1/15/44
Parent James F.	2/14/44	4/13/46
Buholts, Wallace H.	4/1/46	2/28/47
Cornett, Everett C.	3/17/47	10/22/47
Hudson, J. Clinton	10/27/47	3/31/50
Caton, Hugh G.	3/15/50	6/9/51
Carte, Glen R.	8/2/51	1/31/54
Hesketh, John	2/8/54	
Hagelstein, Fred	7/1/59	8/31/60

BENTON COUNTY

Chairmen

Kable, George W.	9/1/17	1/23/22
Briggs, Cyrus R.	3/16/22	8/1/32
Averill, William S.	8/1/32	8/1/46
Jackson, Stonewall A.	6/8/42	

Women County Agents

Edwards, Bertha B.	10/1/17	6/1/18
Olson, Norma B.	3/10/20	7/15/21
Milam, Lottie	9/1/21	12/31/21
Comegys, Eva	3/16/22	6/7/26
Thompson, Rowena B.	7/1/45	8/31/48
Danzl, Geraldine	9/1/48	6/15/50

Sellie, Helen	7/1/50	9/13/52
Kipper, Virginia	9/15/52	9/1/54
Wells, Ardis Eagy	9/1/54	8/3/55
Kipper, Virginia	9/1/55	11/30/55
Phipps, Wanda G.	12/20/55	9/9/56
Brown, Dorothy F.	9/1/56	

Men County Agents

Caldwell, Thomas F.	1/1/38	12/31/38
Jackson, Stonewall A.	1/24/39	6/8/42
Farrell, William K.	6/15/42	12/16/44
Sullivan, James A.	4/2/45	10/15/46
Boyer, Frederick E.	10/1/46	6/12/47
Starr, Chris H.	6/16/47	9/23/47
Minnick, Kenneth C.	11/1/47	
Cardiff, Marshall	9/1/54	7/16/55
Thingvold, Martin B.	8/1/55	
Werth, Harold E.	8/1/56	

CLACKAMAS COUNTY

Chairmen

Werner, Richard J.	9/1/17	2/15/18
Arens, Ralph W.	4/16/18	6/15/18
Scott, Richard G.	7/16/18	12/31/20
Holt, Walter A.	3/1/21	11/14/26
Inskeep, John J.	11/16/26	9/1/61
Zundel, Afton	9/1/61	

Women County Agents

Parker, Lorene A.	8/16/17	7/27/18
Anthony, Marie	2/16/19	12/10/19
Gaylord, Thelma	6/1/30	9/1/35
Malin, Alice G.	9/16/35	12/31/37
Nichols, Helen A.	1/1/38	7/31/40
Leach, Myrtle I.	9/16/40	9/30/41
Allen, Helen N.	11/3/41	2/5/44
Taylor, Janet	2/1/44	6/30/53
Mahan, Myrabelle B.	8/1/48	7/15/52
McDowall, Helen M.	9/11/50	9/1/51
Bracken, Dolores	8/15/51	7/1/52
McDowall, Helen M.	9/1/51	
Hartz, Sally M.	8/20/52	4/21/53
Headrick, Margaret	7/1/53	8/15/53
Miller, Louise H.	7/1/53	6/14/55
Hansen, Carolyn	8/15/53	10/15/54
Wieck, Mary E.	10/15/54	10/31/55
Yoder, Betty	9/1/55	7/14/56
Gaiser, Donna	10/12/55	11/15/56
Hornecker, Sally	9/15/56	1/15/59
Hamilton, Margaret E.	3/1/57	2/28/58

Price, C. Hallene	7/1/58	3/9/60
Gaiser, Donna S.	1/1/59	6/30/59
McCoy, Donna J.	7/1/60	
Heyden, Margaret J.	6/1/61	

Men County Agents

Vedder, Brenton	5/1/18	6/30/18
Olmsted, Aaron L.	2/1/19	4/20/19
Purchell, Romney P. S.	4/21/19	9/1/22
Anderson, Isaac M. C.	1/4/26	4/30/27
Kuehner, Richard C.	5/1/27	1/1/29
Wright, LeRoy C.	1/1/29	6/16/30
Sawyer, Kenneth W.	3/28/34	11/15/34
Jacobsen, Noland A.	11/14/34	12/15/34
Keltner, Edwin G.	8/20/36	6/14/42
Grimes, John K.	6/15/42	12/31/44
Bond, Turner H.	7/1/43	8/7/44
Pope, George A.	1/1/44	5/30/46
Cook, Clive W.	9/18/44	4/2/45
Schaad, Lawrence W.	5/16/45	2/15/46
Loughhead, Herold V.	10/15/45	10/31/46
Ottaway, George H.	2/7/46	8/15/48
Hickley, William P.	6/1/46	3/31/51
Davis, Ronald W.	8/19/46	12/14/47
O'Reilly, Henry J.	2/1/47	8/31/47
Garoian, Leon	8/21/47	11/19/56
Walrod, Don C.	1/13/48	5/1/53
Cook, Clive W.	9/22/48	
Smith, William C.	5/21/51	11/15/54
Robinson, Harry	6/1/53	5/31/54
Caton, Hugh G.	6/1/54	
Thingvold, Martin B.	8/11/54	8/1/55
Black, Harold M.	11/15/54	
Mace, Claron L.	1/17/55	6/30/58
Smith, Robert L.	11/15/56	
Wills, Clayton S.	2/16/59	
Kiesow, John A.	8/1/61	

CLATSOP COUNTY

Chairmen

Lechner, Herwegh J.	2/1/18	1/31/21
McMindes, Elvin W.	2/15/21	9/30/31
Smith, Clifford L.	10/1/31	7/1/35
Zundel, Afton	8/15/34	8/7/44
Jossy, Donald W.	8/15/44	6/30/45
Hood, John G.	7/1/45	10/1/51
Wood, Jack H.	1/15/52	
Marsh, Robert K.	9/1/57	9/1/58

Women County Agents

Miller, Ella F.	10/10/28	1/1/29
Starker, Margaret J.	8/6/45	5/31/48
Endicott, Gilma E.	7/15/48	12/31/50
Irving, Janet	1/1/51	9/1/56
Strachan, Anne W.	7/28/56	

Men County Agents

Jossy, Donald W.	1/15/40	8/15/44
Cate, Rufus H., Jr.	1/16/45	10/16/46
Hoecker, F. Dale	10/15/46	6/30/58
Marsh, Robert K.	4/1/56	8/31/57
Winters, Eugene P.	8/15/57	8/15/58
Marsh, Robert K.	9/1/58	

COLUMBIA COUNTY

Chairmen

Howard, D. C.	2/19/17	10/31/19
Flippin, Thomas J., Jr.	12/1/19	9/15/21
Holibaugh, Frederick C.	9/16/21	4/30/23
Nelson, George A.	5/2/23	4/1/47
Nibler, William G.	4/1/47	5/15/53
Walrod, Don C.	5/1/53	
Hickerson, Hugh J. (Acting)	9/1/59	7/31/60

Women County Agents

Miller, Ella F.	10/10/28	2/25/29
Didtel, Kathryn M.	3/10/29	6/30/30
Case, Sara V.	8/10/30	8/25/35
Casswell, Maud C. P.	9/1/34	7/1/50
Paterson, Betty J.	7/1/49	1/31/51
Gallatin, Frances	2/1/51	6/30/53
Hazard, Helen	9/1/53	3/31/54
Allyn, Margaret	3/25/54	

Men County Agents

Dahl, Fredrick H.	11/20/47	12/31/48
Black, Harold M.	1/10/49	11/15/54
Stevely, Robert H.	11/15/54	
Neu, John F.	8/1/60	

COOS COUNTY

Chairmen

Smith, Jay L.	11/15/13	8/15/19
Farr, Chester C.	11/16/19	1/31/22

Richards, Clyde R.	3/9/25	2/19/27
Hale, Harvey S.	3/17/27	3/15/30
Jenkins, George H.	4/7/30	

Women County Agents

Kalbus, Minnie	7/1/19	4/1/21
Riddle, Genevieve L.	4/27/21	1/31/22
Ingram, Jessie E. P.	1/1/38	6/30/38
Bennett, Julia M.	7/1/38	6/30/40
Dunn, Dorothy L. B.	7/1/40	5/31/45
Van Winkle, Cecilia M.	5/1/45	6/30/46
Running, Helen M.	10/16/46	6/30/48
Winkels, Ella S.	7/1/48	2/28/50
Ainley, Mary A.	3/1/50	6/30/52
Horst, Helen C.	7/1/51	10/31/51
Morgan, Mary E.	12/10/51	3/31/53
Webster, Emma L.	7/1/53	12/12/55
Metzler, Betty J.	7/1/55	2/10/56
Shipman, Jean A.	1/9/56	8/31/61
Greenlund, Mary Anne	7/1/56	9/23/58
Baker, Naomi M.	8/25/58	
Watts, Frances M.	8/1/61	

Men County Agents

Coleman, Lloyd W.	5/25/17	10/7/17
Wertman, Albert P.	9/6/29	12/31/29
Knox, Robert M.	2/10/30	1/1/35
Davis, Everett H.	6/8/34	8/16/34
Davis, Everett H.	10/29/34	1/1/35
Smith, Howard C.	6/1/35	8/14/35
DeArmond, Thomas H.	8/20/35	11/1/35
Bierly, Amos W.	5/1/41	1/16/43
Bishop, James F.	1/16/43	7/17/44
Geiss, Almon L.	7/15/44	4/30/46
Seebor, Selim K.	7/1/45	10/31/45
Hansell, Jack W., Jr.	2/1/46	9/30/48
Sommer, Noel F.	4/15/46	9/14/47
Beeson, John K.	8/15/47	7/14/49
Wood, Jack H.	10/1/48	1/15/52
Schroeder, Walter G.	11/14/49	9/1/57
Parsons, R. Stanley	10/1/50	7/5/52
Thienes, John R.	3/17/52	4/7/57
Spiruta, Joseph J.	7/1/52	10/6/52
Brog, Gerald W.	9/1/56	6/14/59
Welty, Roger R.	4/24/57	10/4/57
Scott, Forest G.	1/1/58	
Rauen, Paul M.	9/1/59	

CROOK COUNTY

Chairmen

Lovett, Amos E.	4/1/14	7/31/16
Blanchard, Ralph A.	9/27/16	8/31/17
Ward, Roy A.	9/1/17	2/28/19
Tucker, William B.	2/15/21	8/10/35
Woods, Ethan L.	8/11/35	

Women County Agents

Harris, Lulu E.	7/1/45	6/30/46
Davis, Anna C.	8/19/46	11/30/49
Johnston, Rebecca K.	10/1/49	1/1/52
Christian, Lois	12/10/51	8/31/60
Purvine, Maud	10/1/60	

Men County Agents

Wright, Marshall S.	6/1/17	9/26/17
Davis, Everett H.	8/16/34	10/29/34
Davis, Everett H.	1/1/35	2/1/36
Sawyer, Kenneth White	2/1/36	1/1/37
Schmadeke, Carl	12/10/51	2/28/53
Waud, Kenneth E.	4/1/53	9/30/60
Kerr, Harold E.	10/10/60	
Stevens, Merwin A.	2/26/62	

CURRY COUNTY

Chairmen

Knox, Robert M.	1/1/35	11/30/50
Jenkins, Clifford C.	1/27/51	4/30/53
Priest, Kenneth W.	5/11/53	10/24/55
Oester, Louis M.	11/5/56	

Women County Agents

Aho, Aldene N.	8/18/47	6/30/49
Newton, Dorothy B.	7/1/49	8/31/51
Phipps, Wanda L. G.	1/1/52	5/17/52
Lee, Sylvia C.	9/1/52	

Men County Agents

Hawkins, William H.	8/11/55	2/29/56
Anderson, Wilbert L.	4/21/56	

DESCHUTES COUNTY

Mr. Ralph A. Blanchard was county agent when Deschutes County came into existence, December 13, 1916, and continued to serve Crook and Deschutes Counties until his resignation on August 31, 1917.

Mr. Roy A. Ward was appointed county agent of Crook and Deschutes Counties September 1, 1917, and served until Deschutes County made an appropriation of $2200 for county agent work for 1919. His termination was February 28, 1919.

Koons, Hubert E.	4/1/19	11/30/19
Jamison, Dwight L.	2/1/20	8/31/22
McDonald, Warren T.	9/1/22	11/15/31
Hagglund, Gustave Y.	11/15/31	8/14/43
Lear, Gene M.	8/12/43	8/19/56
Smith, Howard G.	8/1/44	4/15/46
Elings, James T.	9/22/49	9/1/50
McAlister, James J.	8/1/56	

4-H Club Agents

Warner, LeRoy E.	7/1/46	2/28/47
Covey, Paul J.	3/1/47	5/31/48
Benscoter, Donald L.	6/15/48	4/30/50
Lievens, Joseph J.	4/1/50	12/31/51
Messenger, Douglas A.	4/1/52	1/14/57
Schmid, John H.	2/1/57	

Women County Agents

Comegys, Eva	5/16/21	3/16/22
Miller, Ella F.	2/25/29	5/31/32
Vance, Elizabeth	9/10/32	7/31/33
Van Syckle, Calla	9/1/33	1/1/36
Wertz, Sara H.	1/1/36	3/31/41
Dunn, Dorothy B.	7/1/38	6/30/39
DeBunce, Mary Ellen	3/15/41	1/7/43
Boeckli, Elizabeth H.	1/15/43	9/24/45
Running, Helen M. A.	8/29/45	8/31/46
Cooper, Dora B.	8/1/46	7/7/48
Shelton, Ruth	7/15/48	6/30/51
Weiser, Virginia	7/16/51	8/31/54
Wilson, L. Mildred	9/1/54	11/14/56
Purvine, Maud C.	11/1/56	9/30/60
Schroeder, Jane F.	10/1/60	

DOUGLAS COUNTY

Chairmen

Hurd, Calvin J.	9/1/17	7/1/20
Haslett, Henry E.	9/1/20	12/31/21
Cooney, Benjamin W.	2/6/22	2/28/27

Leedy, Jay C.	3/24/27	8/21/33
Parker, James R.	9/22/33	

Women County Agents

Corbett, Ruth	8/16/17	10/4/18
Matson, Cecil W.	8/1/46	6/30/47
Boling, Dorothea M.	8/1/47	5/31/48
McTaggart, Corinne	8/1/48	2/28/51
Metzler, Betty J.	2/28/51	3/31/53
Bogard, Loma L.	8/1/51	12/31/52
Chandler, Helen	4/1/53	/30/59
Wieman, Betty J.	6/16/53	8/15/53
Gates, E. Jane	8/15/53	10/11/58
Dawson, Carol C.	9/21/56	5/31/59
Tacchini, Hope H.	8/19/57	2/28/58
Fletcher, Mary G.	1/1/59	
Foree, Wanda L.	4/13/59	
Hochhalter, Data M.	9/1/59	

Men County Agents

Street, Andrew E.	5/1/18	6/30/18
Brown, Wilfred	1/16/19	7/6/19
Street, Andrew E.	7/7/19	9/30/21
Cross, Homer M.	10/16/21	9/10/22
Carpenter, Walter S.	2/5/23	11/15/25
Parker, James R.	1/7/26	9/22/33
Britton, Earl A.	2/22/34	4/1/44
Minnick, Kenneth C.	6/8/44	10/31/47
Von Borstel, Frank, Jr.	1/1/48	
Mosher, Wayne D.	9/27/48	
Anderson, Wilbert L.	3/21/50	1/15/52
Kumler, M. L.	2/15/52	1/31/53
Hofsted, Eugene A.	8/5/52	7/10/53
Gilden, Edward E.	9/1/53	11/30/55
Bradley, Robert F.	3/28/56	

GILLIAM COUNTY (Gilliam and Wheeler Counties were handled as a district from 1/3/35 to 9/16/36)

Chairmen

Hawkins, Joe Cephas	3/16/18	7/13/18
McKennon, Russell M.	9/22/33	9/16/38
Marshall, William F.	9/16/38	11/30/43
Monroe, Cal G.	1/12/44	3/15/46
Kirsch, Ernest J.	6/1/46	
Purnell, Delbert C.	9/3/53	8/31/54

Women County Agents

Girod, Mary R.	9/1/59	

GRANT COUNTY

Chairmen

Richards, Dale E.	2/23/25	9/15/28
Johnson, Ray G.	10/1/28	9/1/35
Brooke, Ralph E.	9/1/35	9/22/41
Knickerbocker, Melvin E.	9/22/41	10/21/44
Farrell, William K.	12/16/44	

Women County Agents

Phipps, Wanda	1/21/54	6/18/55
Varnum, Sara E.	9/15/55	1/31/59
Doyle, Marjory J.	9/1/59	6/30/61
McEntire, Elizabeth B.	7/1/61	

Men County Agents

Brog, Gerald W.	6/15/59	11/30/60
Bunch, Thomas R.	5/1/61	

HARNEY COUNTY

Chairmen

Breithaup, LeRoy	7/1/14	5/1/15
Shattuck, Obil	7/15/14	9/11/15
McDaniels, Lewis E.	5/10/20	5/21/21
Sawyer, William A.	2/1/37	1/15/44
Appling, James B.	1/15/44	11/30/47
Davis, Ronald W.	12/15/47	10/31/49
Bain, George W.	11/1/49	1/31/52
Novotny, Raymond E.	6/1/52	

Women County Agents

Strother, Nancy L.	7/1/51	10/1/51
Abrahams, Roberta	10/1/51	10/31/52
Schurr, Florence J.	11/1/52	6/15/55
Sell, Deloris R.	9/12/55	3/31/59
Jones, Dorothy J.	9/1/59	1/16/61
Garrison, Carolyn L.	7/1/61	

HOOD RIVER COUNTY

Chairmen

Marble, Archie L.	3/1/29	11/30/49
Foster, Lee R.	12/1/49	

Women County Agents

Bechen, Martha	8/16/17	6/30/18
Alexander, Lorena M.	3/6/44	6/30/46
Buttars, Mabel G.	7/15/46	2/28/47
Clark, Jennie	7/1/47	11/30/56
Dudley, Norma J.	12/1/56	5/10/58
Bevans, Kay E.	6/1/58	8/15/60
Kofford, Charlotte	8/15/60	

Men County Agents

Gibson, L. B.	4/1/18	6/30/18
Dowell, Steve R.	7/1/56	
Pittman, Ronald L.	10/3/60	

JACKSON COUNTY

Chairmen

Reimer, F. C.	7/1/14	11/30/15
Cate, Claude C.	12/1/15	12/31/25
Fowler, Robert G.	7/1/26	6/30/47
Tucker, William B.	9/1/47	6/30/58
Cordy, Clifford B.	7/1/58	

Women County Agents

McCormick, Anne E.	8/16/17	7/31/19
Pool, Florence E.	7/28/19	12/31/22
Teich, Grayce C.	1/1/23	6/30/24
Brewster, Ada	9/1/24	7/15/26
Conkle, Florence Y.	2/15/27	12/15/29
Mack, Mabel C.	1/1/29	6/30/40
Cochran, Alice M.	8/1/34	12/28/34
Jones, Jacqueline B.	8/1/40	8/31/41
Christeson, Marian F.	8/1/41	9/30/48
Wintermote, Dorothy E.	10/1/48	8/27/56
Brooks, Norma J.	10/1/52	9/15/55
Weatherford, Joanne B.	8/8/55	8/11/56
Hattan, Marjorie A.	1/4/56	10/31/57
Lucy, Mary P.	12/1/56	12/15/59
Garner, Marilou	11/15/57	8/31/59
Hague, Norma E.	9/14/59	8/20/60
Sheehan, Leona C.	7/1/60	11/6/61
Kirkland, Phyllis E.	9/15/60	
Beasley, Carol J.	11/1/61	

Men County Agents

Henderson, M. P.	7/1/14	8/31/15
Genter, Louis G.	4/1/15	1/23/16
Noren, C. A.	1/15/16	10/13/17
Morris, Ralph E.	5/1/18	6/30/18

Morris, Ralph E.	6/1/19	6/30/19
Fuller, Almeda J.	11/16/20	9/30/21
Holibaugh, Frederick C.	3/1/21	9/16/21
Moss, Lloyd A.	2/20/22	3/31/24
Fowler, Robert G.	4/1/24	6/30/26
Wilcox, Lyle P.	5/17/26	4/30/35
Cordy, Clifford B.	6/17/35	6/30/58
Albaugh, James E.	1/1/36	4/9/37
Conrad, Clifford D.	4/10/37	1/9/39
Francis, Lawrence E.	1/9/39	8/15/42
McKenzie, Kenneth A.	9/15/42	2/28/43
Jossy, Earl F.	5/10/43	
Cate, Rufus H., Jr.	10/16/46	8/25/54
Klein, Glenn	8/18/53	11/30/60
Berry, Donald W.	9/1/54	
Winters, Eugene P.	8/15/58	
McLoughlin, John W.	9/1/60	
Passon, David E.	10/1/60	8/31/61
Brog, Gerald W.	12/1/60	

JEFFERSON COUNTY

Chairmen

Sawyer, Kenneth W.	1/1/37	5/31/45
Hunt, Roy A.	7/16/45	7/31/48
Ottaway, George H.	8/16/48	2/18/50
Barnes, Paul N.	8/16/50	7/31/52
Ross, Jackson	9/1/52	10/20/55
Bierly, Amos W.	10/17/55	

Women County Agents

Purvine, Maude C.	10/26/55	12/27/55
Crocker, Mary A.	6/1/56	8/6/59
Hilty, Ivy E.	9/1/59	

Men County Agents

Davis, Everett H.	8/16/34	10/29/34
Davis, Everett H.	1/1/35	1/31/36
Sawyer, Kenneth W.	2/1/36	12/31/36
McLellan, Daniel J., Jr.	1/1/46	1/3/48
Hagwood, Melvin A.	3/16/48	12/31/49
Wilson, Oliver A.	8/10/49	5/31/52
Shearer, Marvin N.	2/1/50	12/31/51
Maxwell, Darrell C.	3/24/52	6/15/60
Binder, Julius F.	6/1/52	
Schneiter, George R.	10/26/55	
Burr, James A.	7/1/60	

JOSEPHINE COUNTY

Chairmen

Thompson, Charles D.	2/15/16	1/6/20
Miller, Roy E.	2/19/20	8/31/21
Howell, Herbert B.	11/14/21	1/31/33
Beals, Oliver K.	10/8/36	5/19/44
Svinth, Jens F.	6/19/44	9/30/51
Clark, Harry E.	10/15/51	7/31/60
McCarty, R. G.	8/15/58	

Women County Agents

McCormick, Anne E.	8/16/17	7/18/18
Corbett, Ruth L.	10/4/18	3/21/21
Griswold, Jessie A.	3/16/21	6/30/25
Wertz, Sara H.	7/1/25	6/30/35
Welch, Nola A.	1/1/38	12/7/40
Crawford, Ruth E.	1/1/41	6/30/46
Miller, Thelma S.	8/15/46	9/30/48
Bishop, Marie M.	9/13/48	9/16/48
Douglass, Rizpah A.	1/1/49	
Scott, Marion E.	7/10/50	2/29/52
Watt, Barbara J.	8/1/52	7/31/54
White, Caroline	11/15/54	6/9/59
Houston, Susan	8/15/59	

Men County Agents

Baron, Lloyd C.	7/1/45	9/30/46
Jenkins, Clifford C.	1/15/47	1/27/51
Murdock, Robert S.	2/1/51	6/30/53
McCarty, R. G.	9/1/53	8/14/58
Young, Marvin M.	7/29/58	

KLAMATH COUNTY

Chairmen

McCall, Max A.	4/4/14	9/15/14
Glaisyer, Harold R.	12/7/14	10/25/18
Thomas, Edgar H.	1/27/19	4/30/22
Henderson, Charles A.	6/9/22	

Women County Agents

Gillen, Winnifred K.	8/1/38	5/4/47
Stine, Helen P.	7/1/47	8/31/48
Howell, Joan M.	8/1/47	8/15/51
Peck, Lorna M.	1/1/49	8/31/49
Glenn, Mary	9/6/49	1/31/52
Christie, Margaret M.	10/30/50	11/30/52
Tolleth, Dorothy	1/21/52	5/31/52

Fricke, Dolores	7/1/52	5/1/56
Holbrook, Hope L.	1/1/53	8/18/57
McConnel, Mary E.	7/15/54	9/12/56
Hoffman, Lillian	9/1/56	7/20/59
Dyer, Ruth T.	1/13/58	
Armstrong, Merry C.	9/1/60	
Hall, Frances Clinton	7/1/61	

Men County Agents

Sexton, Frank W.	6/1/18	6/30/18
Sexton, Frank W.	3/1/19	10/15/19
Sexton, Frank W.	1/1/20	5/31/35
Lawrence, Wilbur W.	5/1/26	12/31/28
Johnson, Victor W.	1/1/29	8/31/30
Kuehner, Richard C.	9/1/30	1/12/31
Hauser, Ernest M.	3/2/31	11/30/33
Brooke, Ralph E.	1/1/34	8/31/35
Jenkins, Clifford C.	7/22/35	1/31/44
Henkle, Clarke W.	9/16/35	1/15/39
Jendrzejewski, Walter J.	7/1/38	
McCambridge, John R.	7/7/41	11/30/45
Peters, George D.	1/17/44	4/10/45
Skinner, Francis A.	1/16/46	
Lindsay, Ernest M.	3/1/46	3/31/47
Elings, James T.	7/7/47	9/22/49
Vertrees, Junius D.	10/1/49	8/31/53
Petersen, Ray	8/28/53	
Vertrees, Junius D.	8/1/57	

LAKE COUNTY

Chairmen

Hardy, O. B.	4/1/15	12/31/16
Richards, Dale	1/1/20	5/31/20
Teutsch, William L.	6/16/20	5/31/23
Larson, Raymond G.	6/1/23	6/30/25
Fortner, Philip T.	8/11/25	8/31/30
Johnson, Victor W.	9/1/30	5/31/45
Cornett, Elgin M.	6/15/45	9/10/56
Rudd, Oris C.	1/9/57	

Women County Agents

Kennedy, Laurayne	2/1/60	6/30/61
Hackleman, Fanny A.	7/1/61	

Men County Agents

Otis, Chester E.	5/1/41	12/31/42
Talley, Harold I.	3/1/43	6/15/45
Clevenger, Scott P.	8/1/45	10/31/49
Furtick, William R.	10/18/49	9/15/50
Hansen, H. L.	9/15/50	7/31/57
Haslebacher, Albert J.	7/1/57	9/30/59

LANE COUNTY

Chairmen

Rader, Floyd W.	2/1/14	10/10/14
Coglon, R. B.	11/1/14	2/20/16
Alcorn, J. M.	2/21/16	7/12/16
Robb, Newell S.	6/15/16	9/30/19
Whitney, Ira P.	12/1/19	1/31/23
Fletcher, O. S.	2/1/25	6/30/54
Parker, William B.	7/1/54	9/2/59
Hall, Paige L.	10/1/59	

Women County Agents

Corbett, Ruth	8/16/17	10/4/18
Wright, Leewell A.	4/18/18	6/30/18
Brightman, Agnes S.	9/1/27	6/21/29
Sanford, Gertrude L. S.	6/10/29	12/31/32
Lutz, Lois A.	1/1/36	7/31/40
Lyle, Nellie C.	9/1/39	1/31/47
Kennedy, Lucille L.	7/1/45	8/15/45
Smith, Patricia	9/1/45	6/30/46
Day, Josephine A.	8/1/46	5/31/47
Pettyjohn, Virginia M.	8/15/46	6/30/47
Wiley, Beth W.	1/1/47	7/31/48
Heide, Melba M.	6/20/47	8/31/50
Simpson, Jane R.	8/1/47	4/15/50
Klippstein, Ruth	9/1/48	2/15/50
Blaine, Constance B.	2/1/50	3/31/54
Kipper, Virginia M.	4/1/50	9/15/52
Rhonemus, Hattie M.	9/1/50	6/30/56
Moorman, Virginia	11/3/52	5/31/57
Damon, Shirley J.	5/1/54	9/30/55
Riley, Nancy W.	9/19/55	8/29/58
Klippstein, Ruth N.	9/17/56	2/28/57
Westrup, Carolyn	9/17/56	9/15/57
Pehrson, June	8/30/57	
Rowe, Marilyn	8/1/57	3/31/58
Watts, Frances M.	1/13/58	7/31/61
Mitchell, Velma R.	8/11/58	
Houtchens, Virginia L.	9/15/[illegible]	
Johnson, Marilyn J.	9/1/61	

Men County Agents

Calkins, Claude C.	2/15/17	3/31/17
Fortner, Phillip T.	4/[illegible]/17	8/31/17
Senter, Floyd L.	6/1/18	6/30/18
Senter, Floyd L.	5/16/19	6/30/19
Collier, Arnold D.	1/5/25	12/31/30
Johnson, Victor W.	10/15/28	12/31/28
Kuechner, Richard C.	1/12/31	8/31/42
Shaw, Hamilton B.	3/28/34	8/22/34
Smullin, Joseph D.	8/22/34	1/31/36
Danielson, Ephraim A.	4/1/42	5/15/48

Young, Dan W.	7/16/43	3/31/46
Parker, William B.	4/1/46	6/30/54
Gurton, John R.	5/10/48	
Hall, Paige L.	7/15/54	9/30/59
Schroeder, Walter G.	10/1/57	
Hatch, Duane L.	12/7/59	
Dumdi, Cleve E.	9/1/60	

LINCOLN COUNTY

Chairmen

Asbahr, Albert A.	3/20/18	7/13/18
Cooter, John E.	7/16/18	10/10/22
Beck, James R.	11/13/22	10/25/26
Conklin, Melvin J.	10/25/26	1/2/39
Smith, Howard G.	1/12/39	7/31/44
Bond, Turner H.	8/7/44	2/29/48
Thompson, John G.	3/23/48	3/31/52
Bierly, Amos W.	3/24/52	10/17/55
Cate, Rufus H.	10/17/55	

Women County Agents

Edwards, Bertha	10/1/17	5/31/18
Tolleth, Dorothy E.	9/1/46	9/30/47
Patterson, Corinne	8/18/47	6/7/48
Woodson, Eleanor M.	7/1/48	8/31/50
Logan, (Mary) Lorena	8/28/50	6/14/52
Wells, Ardis	7/16/52	3/22/54
Brodersen, Doris E.	6/1/53	1/22/55
Clifford, Marjorie J.	1/24/55	8/31/55
Bradish, Damaris	9/1/55	6/24/59
Brown, Evelyn S.	6/1/60	

Men County Agents

Carson, F. W.	9/16/31	10/4/31
Service, Robert N.	10/8/31	4/14/34
Cate, Rufus H.	9/15/54	10/17/55
Clevenger, Scott P.	1/1/56	
Zundel, Afton	10/7/57	8/31/61
Clark, Harry E.	9/1/61	

LINN COUNTY

Chairmen

Smith, Stanley V.	4/16/18	12/15/20
Heyman, Arnold C.	3/1/21	12/31/23
Mullen, Floyd C.	1/8/34	4/10/43
Mikesell, Oscar E.	3/15/43	

Women County Agents

Edwards, Bertha	10/1/17	5/31/18
Cochran, Alice M.	6/15/34	7/31/34
Hansen, Viola K.	7/17/44	6/30/51
Minette, Mary F.	7/1/50	8/31/55
Brown, Dorothy F.	8/30/55	8/31/56
Wintermote, D. Eula	8/27/56	11/21/58
Wells, Patricia S.	7/1/57	1/5/59
Rauch, Marian P.	1/19/59	10/8/60
Crenshaw, Fern L. M.	5/1/59	5/31/61
Covey, Belva H.	10/1/60	
Meyer, Constance A.	7/1/61	

Men County Agents

Nash, Peter M.	6/16/19	6/30/20
Williamson, Fred N.	3/29/21	9/30/22
Fales, David B.	3/15/29	12/31/29
Mikesell, Oscar E.	4/27/34	2/16/43
Hansen, Niels J.	3/20/43	1/31/49
Hoecker, F. Dale	8/1/46	10/15/46
Pulliam, A. L.	7/1/48	8/31/48
Myers, H. Joe	9/8/48	9/30/60
Priest, Kenneth W.	2/15/49	5/11/53
Sidor, Theodore	5/18/53	8/27/56
Massie, John	9/1/56	
Vandehey, Norbert J.	8/1/59	

MALHEUR COUNTY

Chairmen

Shinn, W. R.	4/1/14	4/30/15
Howard, Walter W.	5/1/15	3/31/18
Breithaupt, LeRoy	1/1/20	12/31/25
Shovell, William L.	2/1/26	10/21/27
Larson, Raymond G.	11/12/27	9/15/38
McKennon, Russell M.	9/16/38	9/18/41
Brooke, Ralph E.	9/22/41	9/15/45
Sandquist, Harry R.	11/12/45	

Women County Agents

Colford, Miriam J.	10/15/45	4/15/50
Sewright, Ruby M.	8/1/50	5/31/51
Wimsatt, Edna M.	7/23/51	

Women 4-H Agents

Wilson, Mazie	3/22/20	1/31/21
Johnston, Rebecca K.	1/1/56	8/23/58
Lohrenz, Janet K.	9/15/58	11/30/60
Gumprecht, Janice A.	11/1/60	

Men County Agents

Wellman, Harry R.	3/8/21	9/15/22
Kinder, William D.	9/1/22	12/15/23
Anderson, Isaac M. C.	3/20/24	1/4/26
Lawrence, Wilbur W.	1/1/30	4/30/30
Hagglund, Gustave Y.	5/19/30	11/15/31
McKennon, Russell M.	3/24/32	9/22/33
Hauser, Ernest M.	12/1/33	
Harris, Linden E.	3/16/34	10/31/36
Dehlinger, Karl F.	11/1/36	1/31/38
Endicott, Harry J.	1/16/39	8/20/41
Thompson, William W.	1/16/41	2/28/42
Bailey, Leeds C.	9/6/41	
Hoffman, Elbert N.	3/16/42	10/31/44
Holladay, Jesse B.	2/15/43	12/31/45
Hutchinson, James L.	11/1/44	4/10/45
Anderson, Joe R.	8/1/45	3/9/46
Bain, George W.	4/8/46	10/31/49
Anderson, Donald E.	1/19/50	9/17/53
Bond, Turner	11/1/50	
Bain, George	9/16/53	
Hagelstein, Fred	9/1/60	

MARION COUNTY

Chairmen

Chapin, Luther J.	9/7/12	10/5/15
Brown, Frank R.	9/15/17	1/15/18
Riches, Harry L.	2/1/34	12/31/51
Rieder, Robert E.	9/16/40	6/30/43
Nibler, William G.	7/1/43	6/30/46
Newell, Ben A.	1/1/51	

Women County Agents

Parker, Lorene A.	8/16/17	7/27/18
Fulkerson, Mary L.	7/1/19	6/30/21
Clinton, Frances A.	1/15/42	6/30/44
Tye, Marjorie I.	8/1/44	6/30/46
Smith, Patricia J.	7/1/45	8/31/45
Trindle, Eleanor	9/1/45	9/30/50
Hampton, Constance M.	7/5/46	6/20/48
Bergholz, Anne S.	4/1/49	6/16/53
White, Marjorie Tye	8/15/50	10/15/52
Burke, June C.	9/1/50	12/31/52
Fisher, Ermina J.	10/20/52	
Schaplowsky, Pauline	1/1/53	8/31/54
Humphries, Beatrice	7/1/53	8/13/55
Bergholz, Anne S.	8/1/54	10/31/55
Fessler, Barbara R.	8/1/55	9/21/57
Irving, Jane	9/12/55	
Krug, Margaret L.	11/1/55	11/30/57

Tirpak, Helen F. C.	1/6/53	11/3/60
Bergholz, Anne S.	1/1/58	9/15/60
O'Hair, Susan	7/1/61	

Men County Agents

Fike, J. V.	7/2/17	9/2/17
Baillie, William H.	7/1/22	6/30/23
Fox, William W.	6/1/30	6/30/31
Harding, Wayne D.	9/1/31	1/15/43
Sawyer, Kenneth W.	1/1/35	5/31/35
Tomsheck, William H.	5/20/35	10/31/35
Branton, Clarence I.	6/1/35	6/30/35
Sawyer, Kenneth W.	11/16/35	1/31/36
Rieder, Robert E.	1/16/38	9/16/40
Nibler, William G.	10/16/40	6/30/43
Bierly, Amos W.	1/15/43	7/16/44
Loughead, Herold V.	7/1/43	10/15/45
Newell, Ben A.	1/1/44	9/30/46
Bishop, James F.	7/17/44	5/31/47
Rasmussen, Donald L.	5/6/46	
Newell, Ben A.	1/1/47	12/31/50
Riney, Anthol W.	6/1/47	9/8/56
Bishop, James F.	9/1/49	9/12/55
Ottaway, George H.	12/26/50	
Rudd, Oris C.	9/6/55	1/8/57
Larson, Theodore O.	11/1/56	6/30/60
Bluhm, Wilbur L.	4/1/57	
Myers, H. Joe	10/1/60	
Meier, Kenneth E.	11/1/60	

MORROW COUNTY

Chairmen

Brown, Frank R.	1/15/18	2/28/19
Hunt, Lawrence A.	5/16/19	7/31/21
Calkins, Claude C.	8/21/21	2/20/23
Morse, Roger W.	5/19/23	4/23/27
Smith, Charles W.	5/9/27	7/16/34
Belanger, Joseph	7/24/34	11/30/38
Conrad, Clifford D.	1/9/39	7/20/44
Ebert, Arnold C.	8/1/44	5/13/46
Anderson, Nelson C.	6/1/46	

Women County Agents

Gadeken, Grace E.	9/1/45	6/30/46
Monahan, Katherine	7/15/46	6/30/47
Flint, Mabel I.	9/7/48	6/10/50
Casswell, Maud	7/1/50	9/30/54
Bradshaw, Beverly	10/15/54	12/31/57
Kirmis, Esther I.	6/16/58	

Men County Agents

Price, Frederick E.	3/16/23	6/30/23

MULTNOMAH COUNTY

Chairmen

Hall, Sylvester B.	1/15/16	4/30/47
Averill, William S.	8/1/46	6/30/60
Sprowls, John F.	7/1/60	

Women County Agents

Calkins, Ethel I.	1/1/19	12/31/23
Sexton, Clara M.	3/10/30	6/30/30
Clinton, Frances A.	1/1/31	12/31/35
Packer, Hazel	1/1/36	11/30/40
Erkkila, Anne E.	12/1/40	11/30/42
Hinton, Jessie D.	12/1/42	6/30/43
Freehling, Emma I.	7/1/43	10/31/47
Tolleth, Dorothy	10/1/47	5/31/52
Hathaway, Margaret	1/23/50	7/15/55
Hughes, Wanda	7/1/51	7/14/51
Etzkorn, Eileen	10/1/51	12/31/56
Foster, Anne G.	8/29/55	12/17/55
Webster, Emma	12/12/55	
Young, Mary K.	12/21/56	6/30/60
Hamilton, Margaret E.	3/1/58	
Lind, Charlene	9/15/60	

Men County Agents

Kadderly, Wallace L.	12/1/16	2/28/17
Yeager, Francis D.	2/24/17	3/25/17
Werner, Richard J.	4/1/17	9/15/17
Kinder, William D.	2/1/24	12/31/27
Baillie, William H.	2/6/28	3/15/29
Miller, Clay C.	3/1/29	6/30/59
Cook, Clive W.	10/15/45	9/21/48
Meier, Kenneth E.	5/15/47	9/15/47
Sommer, Noel F.	9/15/47	6/30/52
Purnell, Delbert C.	10/14/48	9/3/53
Fleming, Jack R.	1/15/51	10/15/53
Frandeen, Ned	9/1/52	3/16/59
Sprowls, John F.	10/15/52	6/30/60
McNeilan, Ray A.	7/1/58	
Johnson, Duane	6/9/59	
Parker, William B.	9/3/59	

City of Portland Women Agents

Boeckli, Elizabeth H.	7/1/41	1/15/43
Davis, Gloria P.	7/1/44	9/16/44
deLancey, Geraldine	10/1/44	1/31/46
Wood, Marylou P.	7/1/45	5/31/46
Maddox, Maryolive	9/16/47	3/15/49
Chamberlain, Glenne L.	7/11/49	3/31/52
Newton, Dorothy	9/1/51	9/15/53
Shonat, Celjie G.	9/23/52	6/30/53
Morris, Clare G.	10/26/53	9/6/56
Autio, Nancy J.	1/4/54	10/25/55
Wells, Ardis	2/20/56	11/14/56
Studer, Carolyn	8/1/56	5/31/57
Workman, Grace I.	1/1/57	
Hansen, Gail V.	7/1/57	9/21/59
Finch, Joan F.	7/1/61	

City of Portland Men Agents

Kirkpatrick, Thomas D.	4/1/19	8/31/29
Maaske, Reuben J.	9/15/29	6/30/31
Weber, Charles J.	9/8/31	9/20/44
Shannon, Edfred L.	1/15/45	

POLK COUNTY

Chairmen

Larson, John E.	1/1/18	3/31/18
Gregory, Homer E.	9/25/18	2/15/19
Carpenter, Paul	3/1/20	1/6/23
Spillman, Paul H.	1/16/26	10/24/26
Beck, James R.	10/25/26	8/31/36
Leth, Walter C.	9/1/36	3/31/50
Hansen, N. John	2/1/49	

Women County Agents

Mills, Edna L.	8/16/17	12/4/18
Tye, Helen T.	7/1/45	6/18/46
Shaffer, Viola B.	7/1/46	12/31/48
Miller, Thelma E.	2/1/49	8/13/49
Marco, Elsie	8/1/49	9/30/50
Beebe, Doris Ann	10/12/50	5/16/51
Reichert, Malno A.	9/1/51	1/31/56
Staael, Marilyn G.	2/1/56	10/16/57
Covey, Belva H.	12/1/57	9/30/60
Clark, Elsie K.	10/1/60	

Men County Agents

Francis, Lawrence E.	3/26/34	7/31/34
Sawyer, Kenneth W.	11/16/34	11/15/35
Williams, Robert B.	9/16/43	12/31/43

Tibbutt, Theodore V.	1/15/44	3/31/45
Daulton, Russell T.	5/16/45	12/6/47
Ohling, Robert M.	12/22/47	10/10/49
Fansher, Stanley B.	10/10/49	5/31/51
Evey, John	6/6/51	3/21/53
Grimes, John K.	3/16/53	
Roberts, Kim O.	7/26/54	8/22/60
Hansell, J. Wesley	7/1/55	6/30/58
Sterling, Robert H.	2/27/56	
Ammon, James L.	9/1/60	

SHERMAN COUNTY

Chairmen

Calkins, Claude C.	1/15/18	8/21/21
Carpenter, Walter S.	9/16/21	2/5/23
Johnston, Perry N.	8/17/33	8/15/36
Wright, LeRoy C.	8/16/36	3/15/49
Thompson, Thomas W.	3/28/49	

Women County Agents

Bechin, Martha	8/16/17	6/30/18
Hanson, Ina	9/1/55	6/30/57
Armstrong, Merry C.	9/5/57	8/31/60
Walter, Janet D.	10/3/60	

TILLAMOOK COUNTY

Chairmen

Jones, Roy C.	4/1/14	9/30/20
Pine, William D.	2/15/21	12/31/31
Bergstrom, Chester H.	1/11/32	4/30/46
Smith, Howard G.	4/15/46	

Women County Agents

Brown, Claudia E.	5/1/18	6/30/18
Burr, Elizabeth	2/16/21	10/6/21
Brumbaugh, Mary V.	7/1/45	6/15/46
Sellie, Helen	7/1/46	6/30/50
Winfield, Mary L.	7/1/50	12/15/52
Hanson, Ina B.	1/5/53	8/31/55
Bromley, Florence	8/15/55	

Men County Agents

Kennedy, David H.	2/13/22	2/29/60
Coates, Stanley W., Jr.	12/1/45	10/25/46
Morse, Neil E.	3/1/60	
Wick, William Q.	9/1/60	

UMATILLA COUNTY

Chairmen

Shrock, Manes S.	2/1/18	12/7/18
Bennion, Fred	7/10/19	8/15/26
Holt, Walter A.	11/15/26	4/20/45
Johnson, Victor W.	6/1/45	

Women County Agents

Murphy, Clara M.	8/16/17	7/13/18
Parker, Lorene	7/27/18	7/31/19
Harmon, Ella M.	8/1/19	9/7/20
VanDeusen, Edith G.	9/8/20	11/15/22
Hoffman, Edith M.	11/1/22	12/21/23
Clinton, Frances	1/1/36	1/15/42
Dunn, Dorothy L.	7/1/39	6/30/40
Carter, Myrtle M.	1/1/42	7/31/44
Warren, Jennie M.	8/1/44	12/31/46
Monahan, Katherine	7/1/47	1/31/52
Harvey, Frances	7/1/52	
Studer, Carolyn H.	8/25/55	7/31/56
Cannon, Cora M.	7/23/56	9/30/59
Browne, Gertrude	9/1/56	8/28/57
Vatne, Catherine J.	6/15/60	

Men County Agents

Campbell, Alfred	7/1/18	12/31/18
Wilbur, Robert F.	1/1/26	6/30/27
Jenkins, George H.	8/1/27	4/7/30
Hauser, Ernest M.	4/7/30	3/2/31
Best, Garnet D.	3/2/31	6/25/34
Sawyer, William A.	6/25/34	1/31/37
Cline, Harry F.	2/13/37	7/13/43
Pierson, Jay T.	2/18/37	1/31/39
Knickerbocker, Melvin E.	3/2/39	9/22/41
Lear, Gene M.	10/1/41	8/12/43
Hackler, Frank E.	8/12/43	1/31/46
Cornett, Elgin M.	9/1/43	6/15/45
Monroe, Melvin C.	10/15/45	8/31/46
Fuller, LeRoy E.	1/23/46	2/28/49
Lathrop, Ernest J.	4/15/46	6/30/46
Foster, Lee R.	4/10/47	11/30/49
Bishop, James F.	9/16/47	8/30/49
Werth, Harold E.	2/21/49	3/31/52
Wakefield, Melvin L.	9/15/49	3/31/52
Taylor, Norton O.	11/28/49	
Campbell, Robert H.	8/15/51	12/31/51
Hagelstein, Fred	1/1/52	8/20/55
Thompson, John G.	4/1/52	
Bierman, Herman	9/1/53	
Brown, Earl E.	7/1/56	12/31/60
Burkhart, David J.	1/1/61	

UNION COUNTY

Chairmen

Cate, Claude C.	2/1/14	11/30/15	
Spillman, Paul H.	2/1/16	2/28/21	
Avery, Harry G.	3/16/21	7/31/40	
Lawrence, Wilbur W.	1/1/29	12/31/29	
Schaad, Roland W.	8/1/40	5/10/51	
Bailey, Burns T.	5/10/51	7/17/54	
Wendel, Raymond	8/1/54	8/21/56	
Sidor, Theodore	8/27/56		
Clark, Harry E.	8/1/60	8/31/61	(acting)

Women County Agents

Murphy, Clara M.	8/16/17	7/13/18
Ellsworth, Marjorie E.	1/1/41	6/30/46
Wise, Julianne	7/1/43	6/30/45
McWhorter, Doris	7/16/45	6/30/46
Jewel, Thalia	7/1/46	6/30/49
Mikkalo, Ethelyn M.	7/15/49	7/15/55
Teel, Dorothy	7/1/55	5/31/57
Uria, Dolores	7/1/57	7/31/59
Price, C. Hallene	3/10/60	

Men County Agents

Prince, Adelbert H.	5/16/18	6/30/18
Thompson, William E.	6/11/19	6/30/19
Haley, Robert M.	7/1/28	1/31/29
Rampton, Henry H.	1/1/34	6/30/34
Woods, E. L.	7/11/34	8/11/35
Smith, Howard G.	8/14/35	1/12/39
Perry, Grant W.	2/13/39	3/10/40
Schaad, Roland W.	4/1/40	7/31/40
Sitton, Dudley L.	8/1/40	2/15/42
Monroe, Cal G.	3/2/42	1/12/44
Schroeder, John P.	1/12/44	7/30/45
Bailey, Burns T.	10/15/45	5/10/51
Huber, James R.	9/1/47	
Wendel, Raymond	6/18/51	7/31/54
Warnock, Dan	8/16/54	12/12/55
Gavin, Charles G.	12/5/55	

WALLOWA COUNTY

Chairmen

Rader, Floyd W.	9/8/12	1/24/14
Hoke, Mac	11/12/17	7/7/20
Jamison, Clarence L.	1/1/21	1/7/22
King, Arthur S.	6/15/29	12/31/29

Donaldson, Noble C.	3/1/27	9/6/34
Best, Garnet D.	6/25/34	6/30/58
Cornett, Elgin M.	8/1/58	

County Agents

Conklin, Roy L.	5/16/18	6/30/18
McCully, Russell A.	11/15/19	6/30/20
Skinner, Thomas G.	2/16/46	9/30/46
Landforce, Andrew S.	9/23/46	3/31/53
Schmid, John H.	4/1/53	1/31/57
Kiesow, John A.	3/1/57	7/31/61
Hill, Kenneth	8/1/61	

WASCO COUNTY

Chairmen

Chase, Arthur R.	1/24/16	3/31/19
Fluharty, Arthur L.	5/26/19	5/21/20
Jackman, Edwin R.	5/22/20	6/13/22
Daigh, Charles W.	6/13/22	4/30/30
Lawrence, Wilbur W.	5/1/30	9/30/46
Nelson, Elgar M.	7/15/46	11/26/56
Frizzell, John K.	11/12/56	

Women County Agents

Bechen, Martha	8/16/17	6/30/18
Howey, Iva M.	2/16/19	6/30/19
Sprague, Louise C.	1/1/38	7/15/41
Tye, Marjorie I.	8/1/41	7/31/44
Cooper, Dora B.	9/5/44	7/31/46
Harvey, Frances M.	8/26/46	6/30/52
Schroeder, Jane	11/1/52	6/17/59
Kane, Sara E.	4/1/55	9/15/55
Sedgwick, Betty J.	9/1/59	9/30/61
Boozer, Joyce C.	10/1/61	

Men County Agents

Morgan, X. Earl E.	5/1/18	6/30/18
Morgan, X. Earl E.	2/1/19	10/6/19
DeArmond, T. H.	11/1/35	2/14/37
Perry, Grant W.	2/15/37	2/13/39
Lathrop, Ernest J.	7/1/46	9/30/49
Clevenger, Scott P.	11/1/49	10/12/55
Frizzell, John K.	8/8/55	11/11/56
Bonham, Fred E.	10/12/55	
Thienes, John	4/8/57	

WASHINGTON COUNTY

Chairmen

Jamison, Neal C.	10/22/17	9/10/18	
Jamison, Neal C.	1/1/19	7/10/20	
McWhorter, Ovid T.	9/1/20	5/24/30	
Cyrus, William F.	6/1/30	9/30/42	
Torvend, Palmer S.	10/1/42		
Nicholas, Miss Faye	10/1/52	8/31/53	(acting)

Women County Agents

Mills, Edna	8/16/17	6/30/18
McCrae, Kathleen J.	1/1/40	12/13/41
Nicholas, Faye	12/1/41	12/31/55
Scothorn, Beryl C.	7/15/46	9/30/47
Newton, Dorothy B.	11/1/47	6/30/49
Kelly, Mary F.	10/15/49	6/30/50
Van Loo, Margaret E.	9/1/50	6/30/55
Teel, Dorothy C.	7/15/53	1/20/55
Wells, Ardis E.	8/3/55	10/15/55
Greenslade, Ella N.	9/19/55	1/15/59
Swedberg, Betty	5/1/56	6/11/59
Sause, Josephine D.	1/16/59	
Seat, Velma M.	8/15/59	
Steele, Judith A.	11/1/60	

Men County Agents

Cyrus, William F.	3/18/29	5/31/30
Averill, William S.	6/6/30	7/31/32
Belanger, Joseph D.	8/5/32	7/24/34
Francis, Lawrence E.	8/1/34	1/9/39
Torvend, Palmer S.	1/9/39	9/30/42
Svinth, Jens F.	10/16/42	6/19/44
Anderson, Donald E.	7/1/44	12/15/45
Cox, Joseph R., Jr.	12/10/45	12/31/50
Black, Berton E.	4/1/46	6/17/46
Burkhart, Wilbur W.	8/1/47	
Hesketh, John C.	2/1/51	2/8/54
Bierman, Herman E.	9/15/52	8/31/53
Reed, Milford N.	3/1/54	12/21/56
Wells, Jack W.	8/1/55	11/17/56
Neu, John F.	9/15/55	7/31/60
Baron, Lloyd C.	1/1/57	
Cox, Joseph R., Jr.	1/14/57	
Youngberg, Harold W.	9/1/60	

WHEELER COUNTY (Wheeler and Gilliam Counties were handled as a district from 1/3/35 to 9/16/36)

Chairmen

Beaty, Oren	5/1/15	2/29/16
Jamison, Clarence L.	6/1/16	1/18/18

McKennon, Russel M.	9/22/33	9/16/38
Ebert, Arnold C.	9/16/38	7/31/44
Hoffman, Elbert N.	11/1/44	1/15/46
Marks, Leslie J.	1/16/46	

Women County Agents

Purvine, Maude C.	12/27/55	8/13/56
Shepard, Violet K.	2/1/58	6/30/59
Miller, Barbara	1/1/60	

Men County Agents

Jenkins, Clifford	1/3/35	7/22/35
Stein, J. Merton	7/22/35	9/15/36
Ebert, Arnold C.	9/16/36	9/15/38

YAMHILL COUNTY

Chairmen

Shrock, Mannes S.	1/15/16	1/3/18
White, Solon T.	2/18/27	3/31/35
Warren, Rex	4/1/35	4/10/45
Gross, Louie H.	4/1/45	

Women County Agents

Mills, Edna	8/16/17	6/30/18
Packer, Hazel	4/16/41	6/30/43
McElhinny, Jean E.	7/1/43	1/19/46
Donaldson, Marion M.	1/21/46	7/12/47
Scales, Murle	9/1/47	6/30/49
Wells, Alma I.	8/1/49	9/12/53
Wieman, Betty	9/14/53	6/15/56
Irving, Janet	9/1/56	5/4/57
Meier, Mary A.	6/1/57	1/13/59
Peterson, Marian	7/1/57	9/30/58
Palen, Margaret K.	11/12/58	5/23/59
Roy, Dorris M. S.	6/1/59	
Blomberg, Caroline H.	7/1/59	
Doyle, Marjory J.	7/1/61	

Men County Agents

Von Schooley, Paul T.	5/1/17	6/30/17
Kable, George W.	7/6/17	8/31/17
Wertman, Albert P.	6/1/29	9/6/29
Warren, Rex	1/1/34	3/31/35
Jenkins, Lawrence C.	5/3/35	12/10/35
Gross, Louie H.	7/16/43	3/31/45
Skinner, Silas K.	6/12/45	8/4/45
Perry, William M.	8/20/45	
Taylor, Norton O.	7/15/46	9/15/48

Hansell, J. Wesley, Jr.	10/1/48	8/31/54
Roberts, W. Wayne	9/11/50	9/15/52
Roberts, W. Wayne	1/22/54	
Hickerson, Hugh J.	8/1/60	

FIRST AGRICULTURAL AGENTS IN EACH COUNTY WITH COUNTY FINANCIAL COOPERATION

Baker	H. E. Tweed	November 10, 1917
Benton	G. W. Kable	September 1, 1917
Clackamas	R. J. Werner	September 1, 1917
Clatsop	H. J. Lechner	February 1, 1918
Columbia	D. C. Howard	February 19, 1917
Coos	J. L. Smith	November 15, 1913
*Crook	A. E. Lovett	April 1, 1914
Curry	R. M. Knox	January 1, 1935
*Deschutes	A. E. Lovett	April 1, 1914
Douglas	C. J. Hurd	September 1, 1917
Gilliam	J. C. Hawkins	March 16, 1918
Grant	D. E. Richards	February 23, 1925
Harney	L. R. Breithaupt	July 1, 1914
Hood River	A. L. Marble	March 1, 1929
Jackson	F. C. Reimer	July 1, 1914
*Jefferson	A. E. Lovett	April 1, 1914
Josephine	C. D. Thompson	February 15, 1916
Klamath	M. A. McCall	March 14, 1914
Lake	O. B. Hardy	March 1, 1915
Lane	F. W. Rader	February 1, 1914
Lincoln	A. A. Asbahr	March 20, 1918
Linn	S. V. Smith	April 16, 1918
Malheur	W. R. Shinn	April 1, 1914
Marion	L. J. Chapin	September 7, 1912
Morrow	F. R. Brown	January 15, 1918

*Then included Crook, Deschutes and Jefferson Counties

Multnomah	S. B. Hall	January 16, 1916
Polk	J. E. Larson	January 1, 1918
Sherman	C. C. Calkins	January 15, 1918
Tillamook	R. C. Jones	April 1, 1914
Umatilla	M. S. Schrock	February 1, 1918
Union	C. C. Cate	August 11, 1913
Wallowa	F. W. Rader	September 8, 1912
Wasco	A. R. Chase	January 24, 1916
Washington	N. C. Jamison	October 15, 1917
Wheeler	Oren Beaty	May 1, 1915
Yamhill	M. S. Schrock	January 15, 1916

FIRST HOME DEMONSTRATION AGENTS WITH COUNTY FINANCIAL COOPERATION

Baker	Elizabeth J. Knapp	August 16, 1943
Benton	Norma B. Olson	March 10, 1920
Clackamas	Marie Anthony	February 16, 1919
Clatsop	Margaret J. Starker	August 6, 1945
Columbia	Ella F. Miller	October 10, 1928
Coos	Minnie Kalbus	July 1, 1919
Crook	Lulu E. Harris	July 1, 1945
Curry	Aldene N. Aho	August 18, 1947
Deschutes	Ella F. Miller	February 25, 1929
Douglas	Cecil Wanda Matson	August 1, 1946
Gilliam	Mary Ruth Girod	September 1, 1959
Grant	Wanda Phipps	January 21, 1954
Harney	Nancy Lou Strother	July 1, 1951
Hood River	Lorena M. Alexander	July 1, 1945
Jackson	Anne E. McCormick	August 16, 1917
Jefferson	- - - - -	
Josephine	Ruth Corbett	October 4, 1918
Klamath	Winnifred K. Gillen	August 1, 1933
Lake	Laurayne Kennedy	February 1, 1960
Lane	Agnes S. Brightman	September 1, 1927
Lincoln	Dorothy E. Tolleth	September 1, 1946
Linn	Viola K. Hansen	July 17, 1944
Malheur	Miriam J. Colford	October 15, 1945
Marion	Frances A. Clinton	January 15, 1942
Morrow	Katherine Monahan	September 15, 1946

Multnomah	Ethel I. Calkins	January 1, 1919
Polk	Helen T. Tye	July 1, 1945
Sherman	Ina Hanson	September 1, 1955
Tillamook	Elizabeth Burr	February 16, 1921
Umatilla	Lorene Parker	July 27, 1918
Union	Marjorie E. Ellsworth	January 1, 1941
Wallowa	- - - - -	
Wasco	Iva Mae Howey	February 6, 1919
Washington	Kathleen J. McCrae	January 1, 1940
Wheeler	Maude Purvine	December 27, 1955
Yamhill	Hazel Packer	April 16, 1941

CENTRAL STAFF PERSONNEL

DIRECTORS OF EXTENSION

Hetzel, R. D.	11/4/11	Sept. 1917
Center, O. D.	9/1/17	10/31/19
Maris, Paul V.	5/1/20	5/23/34
Schoenfeld, William A.	5/24/34	9/30/50
Price, Frederick E.	10/1/50	6/31/65

VICE DIRECTOR (In Charge)

Ballard, Frank L.	6/18/34	6/30/40

ASSOCIATE DIRECTOR (In Charge)

Ballard, Frank L.	7/1/45	5/7/61
Lear, Gene M.	7/1/61	

ASSISTANT DIRECTOR

Teutsch, Wm. L. (In Charge)	7/1/40	6/30/45	
Teutsch, Wm. L.	7/1/45	8/9/50	
Smith, C. W.	7/1/45		
Scheel, J. W.	11/1/47	6/30/51	(Asst. to Dir.)
Scheel, J. W.	7/1/51		
Beck, J. R.	7/1/51	11/25/60	
Mack, Mabel C.	7/1/51		

COUNTY AGENT LEADER

French, H. T.	9/15/13	8/31/15
Maris, Paul V.	1/1/16	4/31/20
Ballard, Frank L.	7/1/23	6/18/34
Smith, C. W.	7/1/40	6/30/45

ASSISTANT COUNTY AGENT LEADER

Evans, M. O., Jr.	9/1/15	12/31/15
Kadderly, W. L.	7/1/17	6/30/23
Plummer, O. M.	12/10/17	12/31/17
Ballard, Frank L.	7/1/18	6/30/23
Hurd, C. J.	7/1/20	1/31/23
Teutsch, Wm. L.	7/1/27	6/30/40
Smith, C. W.	4/1/35	6/30/40
Smith, C. L.	9/15/41	6/30/48

STATE EXTENSION AGENT

Smith, C. L.	7/1/48	12/31/54
Hood, J. G.	10/1/51	12/31/54

DISTRICT AGENT

Smith, C. L.	1/1/55		
Hood, J. G.	1/1/55		
Nibler, W. G.	1/1/55		
Taskerud, Esther	1/1/55	8/31/58	
Scales, Murle	1/1/55		
Hansen, Viola	1/1/55	8/31/56	
Ross, Jack	7/1/57		
Lear, Gene M.	8/20/56	6/30/61	
Funk, Evelyn	1/1/58		
Abbott, Mary	1/1/59		

HOME ECONOMICS LEADER

Turley, Anna	12/8/14	12/31/18	
Kalbus, Minnie	3/29/18	6/30/19	(Assistant)
McComb, Jessie	2/1/19	6/30/29	
Nye, Claribel	2/1/30	8/31/35	
Mack, Mabel C.	8/1/34	10/31/34	(Acting)
Gaylord, Thelma	9/1/35	4/30/36	
Sager, Azalea	5/1/36	9/30/52	
Clinton, Frances	7/1/44	9/30/52	(Assistant)
Mack, Mabel C.	1/1/46	6/30/51	(Assistant)
Trindle, Eleanor	10/1/50	12/20/56	(Assistant)
Hansen, Viola	8/1/52	8/31/56	(Assistant)
Clinton, Frances	10/1/52	8/31/58	
Kipper, Virginia	9/1/54	11/30/55	(Assistant)
Taskerud, Esther	9/1/58		

4-H CLUB LEADERS

Griffin, F. L.	4/1/14	1/1/16	
Cowgill, Helen	8/16/14	6/30/47	(Assistant)
Seymour, H. C.	2/1/16	6/30/47	
Allen, L. J.	7/1/47	8/31/52	
Hutton, Burton S.	9/1/52		
Monroe, Cal G.	9/1/60	6/30/61	(Acting)

ASSISTANT 4-H CLUB LEADERS

Allen, L. J.	10/1/15	6/30/47	
O'Reilly, A. I.	11/15/17	5/31/19	
Joyce, Alice V.	11/15/17	6/30/19	
Fortner, Phillip T.	1/1/18	4/10/18	
Maris, N. C.	4/1/18	6/30/18	
Harrington, Lewis P.	4/1/18	6/30/18	
Peterson, Emil R.	5/1/18	10/10/18	
Prince, Adelbert H.	5/16/18	6/30/18	
Kuehner, Richard C.	12/31/28	8/31/30	
Wiencken, Audrey	6/1/29	8/31/31	
Billings, John	8/15/35	10/31/36	(Emergency Agric. Agent-at-Large)
	1/1/36	8/10/36	(Agent-at-Large)

Schneider, Louise	7/15/38	12/31/38	(Agent-at-Large)
	8/7/39	12/7/39	(Agent-at-Large)
	7/26/40	10/26/40	(Agent-at-Large)
	5/1/41	9/1/41	(Agent-at-Large)
	6/1/42	11/1/42	(Agent-at-Large)
Snarr, Maryolive	7/1/45	5/15/46	
Monroe, Cal G.	5/15/46		
Danzl, Geraldine	4/15/47	9/1/48	
Gillen, Winnifred	5/5/47	12/31/58	
Taskerud, Esther	11/1/47	12/31/54	
Hutton, Burton S.	3/1/48	8/31/52	
Howell, Joan	8/15/51	7/15/53	
Bergholz, Anne S.	6/16/53	8/1/54	
Mueller, Rosalie	5/23/55	8/15/57	
Bishop, James F.	9/12/55	9/30/56	(Temporary)
Brasher, Ruth E.	9/15/58		
Redman, A. Lois	10/1/59		
Klein, Glenn	7/1/52	8/18/53	(Agent-at-Large)
	11/1/60		

AGRICULTURAL INFORMATION SPECIALISTS

Editor of Press Bulletin

Webb, Alice L.	1911	No record	
McIntosh, C. J.	7/7/13	1918	

Information Specialists

Kadderly, Wallace L.	7/1/23	6/30/32	
Burtner, John	7/1/33	6/6/47	(Half-time)
Scheel, Jean W.	7/1/46	10/31/47	
Fowler, Robert G., Jr.	12/1/47	7/15/52	
Shaver, Carolyn L.	11/1/50	9/30/52	
Birdsall, Robert H.	9/8/52		
Peterson, Burdette A.	9/15/52	11/5/55	
Quincy, June Goetze	7/15/53	3/31/55	
Miller, Mirian H.	9/12/55		
Berger, Burton E.	1/3/56	10/8/61	
Patterson, Joyce E.	8/17/59	6/30/60	
Calvert, Leonard J.	10/9/61		

Editor of Agricultural Publications

Ballard, Frank L.	9/10/41	2/29/44	
Goode, Delmar M.	6/1/43	6/30/56	
Mumford, J. Kenneth	7/1/56		

Visual Instruction Specialists

Burt, Uriel S.	6/3/19	6/30/25	(Assistant)
Burt, Uriel S.	7/1/25	5/26/42	
Reid, W. Curtis	9/15/42		
Fairbanks, Dwight W.	8/27/56		

Agricultural Information Chairman

Ebert, Arnold C.	7/1/55	

Publications Specialist

Salisbury, Ralph W.	10/15/53	

Farm Program Director

Kadderly, Wallace L.	7/1/23	6/30/32
Poling, Daniel V.	1/1/29	6/30/29
Rodenwald, Zelta F.	3/10/30	7/9/30
Wade, Winston	5/1/30	6/30/32
Jenks, Forena	9/1/30	5/31/32
Briggs, C. R.	8/1/32	1936
Ebert, Arnold C.	5/13/46	6/30/55
Smith, William C.	11/15/54	

AGRICULTURAL ECONOMISTS

Breithaupt, LeRoy	1/1/26	11/7/51
White, H. H.	4/1/31	6/30/47
Thomas, Marion D.	7/1/37	12/31/45
Black, Berton E.	6/17/46	8/15/48
Coyle, Bob W.	9/1/46	3/31/46
Dahl, Frederick H.	1/1/49	3/15/56
Lawrence, W. Wray	7/1/49	6/30/59
Thomas, Marion D.	11/6/51	
Marks, Stephen C.	8/13/56	

Agricultural Economists - Statistics

Prindle, Harold F.	7/1/39	3/31/42
Horrell, Elvera C.	8/1/42	

Agricultural Statistician - Portland

Osburn, Howard	1/1/54	7/31/56
Hile, Raymond B.	12/1/56	

Collaborator in Agricultural Statistics

Borum, C. J.	1/1/38	7/31/38
Nielson, Nels	10/1/38	6/30/48

Extension Forest Economists

Adams, Thomas C.	3/26/56	3/31/57
Randall, Warren	7/1/57	6/30/60
Sutherland, Charles F.	7/1/60	

Statistician - Portland

Fallihee, Thomas	2/1/55	8/23/59
Hill, Hershell A.	8/24/59	

Assistant Statistician - Portland

Winchester, Mary	2/1/55	

MARKETING

Marketing Specialists

Macpherson, Hector	2/15/15	6/30/15
Hurd, G. Lansing	1/1/16	4/30/17
Ballard, Frank L.	6/22/17	6/30/18
Mehl, Paul	3/1/19	6/30/21
Besse, Ralph S.	6/1/22	9/30/23
Hurd, Calvin J.	2/1/23	7/12/27
Gatlin, George O.	2/5/28	9/30/34
Tull, John H.	5/22/30	5/15/31
Carpenter, Paul	12/17/34	6/30/54
Smith, Clifford L.	2/17/41	9/14/41
Avery, Harry G.	9/15/41	1/14/45
Moore, James C.	8/1/45	9/30/48
Mohn, Paul O.	1/1/55	6/30/57
Garoian, Leon	7/1/59	

Dairy Marketing Specialist

Hagg, Oscar N.	6/19/50	

Poultry Marketing Specialist

Fischer, Charles M.	9/1/55	

Fruit and Vegetable Marketing Specialists

Boals, Gordon P.	3/15/29	3/15/31
Groder, Roland H.	4/1/52	

Fruit and Vegetable Processing Specialist

Moser, Roy E., Jr.	1/1/58	

Consumer Marketing Specialists

Sherrill, Dorothy M.	11/22/54	6/30/59
Neugart, Zelma Reigle	9/1/55	
McCandless, Barbara J.	9/1/59	
Shipman, Jean A.	9/1/61	

Seed Marketing Specialists

Ohling, Robert M.	10/10/49	10/14/50	
Teal, Ray H.	5/1/53		

Forest Products Marketing Specialists

Goodmonson, Paul N.	7/5/49	5/15/55	
Sander, Gerhard H.	8/1/55		

Livestock Marketing Specialists

Hardy, O. B.	6/1/49	5/7/51	
Coles, E. F.	6/16/52	8/15/54	
Fowler, William Y.	7/1/55	12/19/58	

FARM CROPS SPECIALISTS

Larson, J. E.	1/26/14	12/31/17	
Carpenter, Walter S.	10/16/19	9/15/21	
Jackman, E. R.	6/13/22	9/15/26	
Smith, David C.	7/1/27	2/28/28	
Hyslop, George R.	3/1/28	6/30/28	
Smith, David C.	7/1/28	2/28/29	
Jackman, E. R.	7/1/29	6/31/53	
Hyslop, George R.	7/1/34	12/31/35	
Jenkins, Laurence C.	7/1/36	9/30/42	
Otis, Chester E.	1/1/43	3/31/46	
Nibler, William G.	7/1/46	3/31/47	
Warren, Rex	7/1/47		
Nibler, William G.	5/15/53	12/31/54	
Ross, Jackson	10/20/55	6/30/57	
Goetze, Norman R.	9/14/59		

RANGE MANAGEMENT SPECIALISTS

Jackman, E. R.	7/1/53	6/30/59	
Barry, Freeman	8/4/58	10/8/59	

FARM MANAGEMENT SPECIALISTS

Evans, M. O., Jr.	7/7/13	9/10/14	
Keyes, H. T.	8/16/15	2/28/17	
Kadderly, Wallace L.	3/1/17	6/30/17	
Gunn, Reuben V.	6/20/18	9/30/23	
Kable, George W.	11/1/22	6/30/23	
Nelson, George A.	12/15/22	3/24/23	(Assistant)
Newman, Paul C.	7/1/23	6/30/24	(Assistant)
Besse, Ralph S.	10/1/23	6/30/29	

SOILS SPECIALISTS

Kable, George W.	1/24/22	10/31/22	
Price, Frederick E.	11/1/22	6/30/25	

Price, Frederick E.	7/1/25	12/30/28	(Half-time)
King, Arthur S.	8/1/30	4/6/52	
DeArmond, Ivan C.	7/1/41	4/22/42	
Hagood, Melvin A.	1/1/50	5/31/51	
Shearer, Marvin	1/1/52		
Cushman, Howard E.	4/1/52		
Jackson, Tom	7/1/52	7/1/59	
King, Arthur S.	9/6/55		

POULTRY SPECIALISTS

Lamb, C. C.	July 1911	9/1/17	
Brewster, Charles S.	12/6/17	12/31/19	(Half-time)
Upson, U. L.	2/27/18	6/30/19	
Lunn, Alfred G.	1/1/20	7/1/20	(One-third time)
Cosby, Hurbert E.	3/29/20	6/30/37	
Bennion, Noel L.	8/1/37		

DAIRY SPECIALISTS

Fitts, Edward B.	Oct 1913	9/30/22	
Kehrli, F. W.	9/10/14	No record	
Barr, W. A.	No record	5/1/17	
Westover, Edgar L.	5/14/17	7/31/20	
Jamison, Neal C.	7/1/21	4/20/30	
Morse, Roger W.	9/1/30	9/15/53	
Ewalt, Harold P.	10/1/44		
Anderson, Donald E.	9/17/53		

HORTICULTURE SPECIALISTS

Brown, Walter S.	7/1/13	1/31/19	
Schuster, Carl E.	5/15/19	12/22/19	
Long, Clayton L.	8/16/20	4/30/30	
McWhorter, Ovid T.	5/24/30	10/25/45	
Clark, R. Ralph	12/1/45		
Rawlings, Cecil O.	12/1/46	10/31/60	
Duncan, Andrew A.	7/1/58		

ANIMAL SCIENCE SPECIALISTS

Reynolds, R. E.	7/1/14	7/31/16	
Fjelsted, Ezra J.	4/1/19	3/31/20	
Nelson, Oran M.	4/15/20	9/30/20	
Lindgren, Harry A.	10/16/20	6/30/54	
Elings, James T.	3/24/52	12/31/54	
Landers, John	7/1/53		
Frischknecht, Dean	7/6/56		

ENTOMOLOGY SPECIALISTS

Black, Alexander B.	2/15/18	9/1/18	
Thompson, Benjamin G.	2/15/18	7/1/19	
Rieder, Robert E.	7/1/43	12/31/45	
Every, Robert W.	4/1/46		

Assistant Entomology Specialists (Part-time State Dept. of Agric. & Extension)

Roth, Vincent D.	6/1/54	9/30/55	
Capizzi, Joseph, Jr.	10/1/55		
Eppley, Richard K.	7/1/59	11/30/59	

AGRICULTURAL ENGINEERING SPECIALISTS.

Kable, George W.	7/1/23	6/20/25	
Price, Frederick E.	7/1/25	10/30/28	(Half-time)
Davis, Everett H.	2/1/36	9/30/40	
Walker, Clyde	4/1/43	3/31/45	
Huber, Milon G.	5/1/46		

FORESTRY SPECIALISTS

Robinson, Dan D.	10/1/44	9/15/46	
Ross, Charles R.	11/11/46		

PLANT PATHOLOGY SPECIALISTS

Hoerner, Godfrey	1/15/48	6/30/55	(Part-time)
Steenland, Adin P.	7/1/49	3/31/52	
O'Reilly, H. J.	10/1/52	5/25/55	
Horner, Chester E.	7/1/55	6/30/56	
MacSwan, Iain C.	8/4/55		
Raymer, W. B.	7/1/57	6/30/59	
Powelson, Robert L.	7/1/59		

Plant Clinic Technicians

Powelson, Robert L.	10/1/57	6/30/59	
Lambe, Robert C.	7/1/59	6/30/60	
Halliwell, Robert S.	7/1/60		

WILDLIFE MANAGEMENT SPECIALIST

Landforce, Andrew	4/1/53		

CERTIFICATION OF PLANTS AND SEEDS

McCambridge, John R.	12/1/45	12/31/46	
Finnell, Harold E.	1/1/47		
Johnson, Elmer C.	7/1/47	11/30/57	
Dewey, George W.	7/1/47	9/7/58	
Sather, Merrill D.	7/1/49	2/15/54	
O'Reilly, H. J.	7/1/51	6/30/52	
Dobie, Norman	7/1/52		
Clark, George W.	7/15/55	10/15/56	
Waud, Jack L.	11/15/56		
Hardin, Edward E.	8/1/57		
Brewer, Donald H.	7/1/58		

CLOTHING AND TEXTILES SPECIALISTS

Biles, Jessie	9/23/20	12/31/30
Cooley, Esther	8/15/21	3/31/27
Sinnard, Harriet	9/15/30	5/30/31
Sager, Azalea	10/1/32	5/1/36
Buxton, Eileen	2/1/37	6/30/38
Lane, Lucy	9/1/38	3/29/53
White, Marjorie	7/1/46	12/31/46
Scales, Murle	7/1/49	12/31/54
Taylor, Janet	7/1/53	7/15/54
Routh, Mary	1/15/55	3/15/61
Potter, Margaret	1/23/56	12/19/57
Streufert, Hildegarde	8/15/58	

FAMILY LIFE SPECIALISTS

Morse, Maud	10/1/35	10/31/38
Maris, Buena	8/1/39	6/30/41
Little, Erma	7/1/46	6/30/47
Poffenberger, Tom	8/1/51	8/31/53
Frasier, Roberta	6/15/59	

HOME MANAGEMENT SPECIALISTS

Roderwold, Zelta	7/10/30	8/31/32
Jenks, Forena	9/1/30	5/31/32
Patterson, Joan	1/1/36	6/30/40
Lutz, Lois	8/1/40	9/30/46
Mack, Mabel C.	1/1/46	7/1/46
Minden, Mary Beth	9/1/47	8/16/58
Price, Catherine	9/12/55	7/1/58
Miller, Dorothy Sherrill	7/1/59	
Strawn, Bernice	8/1/59	

NUTRITION SPECIALISTS

Lane, Lassie	9/23/20	7/1/21
Smith, Margery	10/31/21	7/1/24
Case, Lucy	9/1/24	12/31/47
Mack, Mabel C.	7/1/40	5/1/43
Kolshorn, Agnes	7/1/48	6/30/58
Klippstein, Ruth N.	4/1/57	8/31/61
Weiser, Virginia	9/25/61	

RECREATION SPECIALISTS

Sanford, Gertrude	9/1/35	12/15/36
Parker, Izola	12/16/36	1/31/43
Williams, Jean	8/15/46	6/30/47
Mallalieu, Jessalee	10/1/48	
Weigant, Alice Ann	8/1/56	8/31/58

HOME FURNISHING SPECIALISTS

Carter, Myrtle	11/1/46	5/2/57	
Hansen, Viola	7/1/51	8/1/52	(Acting)

RURAL HEALTH SPECIALISTS

Yeager, Frona	12/1/51	12/22/52
Warner, Margaret	9/1/53	4/9/54

GROUP DYNAMICS SPECIALIST

Walker, Maud Morse	5/1/56	12/31/59

HOUSING SPECIALISTS

Tuller, Margaret	8/1/47	8/31/54
Campbell, John	6/15/48	4/30/54

OREGON IFYE DELEGATES

Year	Name	County	Country
1951	Glenn Klein	Marion	New Zealand
1952	Patricia Horning (Mrs. Bruce Horton)	Clackamas	Netherlands
1952	David Patterson	Clackamas	Finland
1952	Harry Tavenner	Klamath	Brazil
1952	Jack Wells	Polk	Bolivia
1953	Ardis Eagy (Mrs. Jack Wells)	Linn	Switzerland
1953	Kenneth Hill	Union	Norway
1953	Howard Saucy	Yamhill	France
1953	Joe Ellingson	Lane	Uruguay
1954	Barbara Larson	Umatilla	England/Wales
1954	Dorothy Teel (Mrs. Henry Waelti)	Washington	Germany
1954	Bill Abel	Clatsop	Argentina
1954	George Jefferson	Jefferson	Uruguay
1955	Roger Detering	Linn	Turkey
1955	Donna Mae Lingle (Mrs. Saul Shanit)	Clackamas	Greece
1955	Gayle Gilmour	Marion	Brazil
1956	Marilyn Bradshaw	Linn	Scotland
1956	Carolyn Varitz (Mrs. David Leuthold)	Clackamas	Belgium
1956	Thomas Zinn	Klamath	Middle East
1956	Ward Armstrong	Yamhill	India
1957	Violet Kiobas (Mrs. Jerome Shepard)	Deschutes	Austria
1957	Marilyn Neil (Mrs. Robert Bourn)	Clackamas	Brazil
1957	Bill Coats	Hood River	Dominican Republic
1957	Theodore Tidwell	Wasco	India
1958	Glen Eggers	Clackamas	England
1958	Judy Hanson (Mrs. Gary Dark)	Columbia	Finland
1958	Jeff Jackets	Polk	Dominican Republic
1959	Caron Beard	Jefferson	New Zealand
1959	Myra McBride (Mrs. Anderson)	Linn	Japan
1959	Robert Nicholas	Linn	Nicaragua
1960	Nancy Shaver	Clackamas	Germany
1960	Shirley Frakes (Mrs. Edward Schwartz)	Deschutes	Sweden
1960	Jim McKinley	Malheur	Jordon
1960	Ron Anderegg	Columbia	Italy
1961	Dale Martin	Grant	Greece
1961	Kay Bevans (Mrs. Dave Dillard)	Sherman	Turkey
1961	Jean Penrose	Washington	Israel
1961	Louis Pratt	Malheur	Costa Rica