

V. SPECIAL

A. How Supervisors' Work During 1956 Contributed to Farm Unit Approach, Marketing and Public Affairs

1. Farm Unit Approach

The Farm Unit Approach, which in North Carolina is being called "Farm and Home Development" in extension circles and with agricultural leaders across the state, got under way late in 1955 in thirteen counties and was expanded in 1956 to seventeen counties with seven counties, in addition to the thirty mentioned, being added early in 1957.

Eight assistant home demonstration agents were employed in 1956 to devote the major portion of their time to farm and home development approach. These assistant agents work as a unit to improve planning and practices of the family for better living in the home. District agents have contributed to the development of Farm and Home Development in the following ways:

- a. Assisted agents in integrating Farm and Home Development with the existing extension program.
- b. Assisted agents in interpreting policies and procedures.
- c. Visited counties with specialists to assist agents with techniques and subject matter. During these visits to the counties, supervisors, specialists, and agents attended meetings, made home visits, and held office conferences.
- d. Conferred with specialists regarding the program in the Farm and Home Development counties and its relation to the specialist's respective subject matter field.

- e. Visited counties with assistant directors, state home demonstration agent, and district farm agents for observation and conferences with the entire county staff.
- f. Served on committee to plan extension agents training meeting to discuss Farm and Home Development. All agents were included in two separate three-district training conferences:
 - (1) To develop a better understanding of the purpose, objectives, and place of Farm and Home Development in extension.
 - (2) To improve procedures, skills, and techniques for doing Farm and Home Development work.
 - (3) To provide an opportunity for exchange of ideas and experiences as related to Farm and Home Development.

As Farm and Home Development approach to extension work progressed in all districts of North Carolina, the district agents did the following in selected counties:

Discussed with the county extension staff the philosophy, background, responsibilities, and opportunities of Farm and Home Development for their respective counties.

Assisted agents in explaining Farm and Home Development to county leaders.

Assisted agents in securing additional funds from counties. Each county provided a minimum of \$600 per year per worker.

Assisted agents in re-arranging office space and providing additional facilities for new personnel.

Arranged for a one-day Farm and Home Development training school in the Farm and Home Development counties added during the year. The purpose of the morning session with agents and leaders was to develop an understanding of the Farm and Home Development approach. In the afternoon session, district agents and other representatives of the state staff discussed with the county personnel the policies, procedures, and techniques to be used in the Farm and Home Development approach. Integration of Farm and Home Develop-

ment with existing extension programs was discussed.

In four counties, held follow-up conferences to discuss problems encountered and help agents arrive at possible solutions.

2. Marketing

One district agent and the State Home Demonstration Agent served on the State Advisory Committee for the Consumer Marketing program.

The district agents arranged for and secured funds for positions in two counties for Consumer Marketing assistant home agents. The counties selected were the most populous in the state. The two district agents and State Home Demonstration Agent worked with a committee of the county home agents involved, specialists and administration. The committee discussed the policies, procedures, and the role of the home agent and consumer marketing assistant in the Consumer Marketing program. District agents assisted county personnel with plans of work for the Consumer Marketing program.

There are 36 home demonstration curb markets in 35 counties. During regular visits to these counties the district agents have discussed with the agents the curb market situations.

3. Public Affairs

District agents have provided opportunities for agents to be informed on public affairs through district meetings, office conferences, and correspondence in the following: social security for farm families, marketing, rural telephones, civil defense and United Nations.

B. Case History of Program Projection in North Carolina Agricultural Extension Service.

The Extension District Agents feel that Program Projection in North Carolina has made a significant contribution to the total Extension program. It is also believed that the rapid development and use of program projection has been largely based upon and is a natural outgrowth of several years of extensive and intensive study and work on program planning procedures made by the North Carolina Home Demonstration Staff. This study actually began about ten years ago. However, for this particular case history we shall only start with the year 1953 and indicate briefly basic work done and then take up the 1956 work on program projection.

1. Preceding Home Demonstration Program Planning in North Carolina

The planning initiation and development of program projection in North Carolina was influenced by, fore-shadowed, and prepared for by North Carolina's four-year study in program planning. In 1953 a 3-day workshop on program development was made by the State Home Demonstration staff members under the guidance of Dr. Gladys Gallup of the Federal Extension Service.

The second step was made in 1954 when a study was made of the activities of county home demonstration agents with the Home Demonstration Agents Association and State Home Demonstration staff working out details under the leadership of Mrs. Jewel Fessenden, Extension Analyst, Program Research Branch, Division of Research and Training, U.S.D.A. Extension Service.

In 1955 the results of this study became the basis for the third step, a series of 2-day program planning workshops held in the supervisory districts under the leadership of Mrs. Fessenden. The results of these workshops were brought to the state office by representative home demonstration agents. This committee and the state home demonstration staff under the guidance of Mrs. Fessenden combined the best thinking of all groups and prepared a program planning guide entitled "North Carolina Takes a Look at Program Planning."

"North Carolina Takes a Look At Program Planning" was used in 1955 as a guide in involving the people in county home demonstration program planning for 1956.

The previous program planning study by the state home demonstration staff and the county home demonstration agents and the use of "North Carolina Takes a Look At Program Planning" brought into focus the need for long-time planning. It also emphasized the need for one county Extension program and plan of work. The original program planning committee recommended as its last official act that steps be started to work on over-all long time planning.

Discussion had already started on a state level and in a few of the counties on this next phase of program planning when the idea of program projection on a state-wide basis was suggested.

Late in 1955 the administrative staff, district agents, head specialists and county Extension workers in twelve

counties, two per supervisory district, tried program projection on a pilot county basis, using many ideas and techniques already learned in the previous several years of program planning work.

2. Program Projection in North Carolina in 1956

In January the administrative staff set up a state program project committee composed of men and women district agents and men and women specialists. It was the duty of this committee to study the principles of program planning, North Carolina's previous program planning procedures, the recommendations of the Federal Extension Service and the program projection reports from the 12 pilot counties. From this study the committee evolved an initial step-by-step procedure for county program projection. This preliminary recommendation was studied by the administrative staff and the twelve men and women district agents for possible improvements and approval.

The final program projection suggested procedure was mimeographed and released for use by the counties, a copy of which is inserted in this report.

In an organization scattered over 100 counties and with a state staff all working with the people of North Carolina it was necessary that everyone have an understanding of the ideas, precepts and operation of program projection. With this in mind the subject was first introduced to all Extension workers at the district meetings in the late fall of 1955.

One day was spent in discussing the subject at the bi-district meeting in May 1956 at which the administrative and specialist staff were present.

From this point the men and women district agents proceeded with the following developments.

Working as a team they visited each county in their district holding a conference with all county farm agents and home demonstration agents discussing with them the principles of program projection as:

- a. involving the people of various interests
- b. getting the situation facts and needs
- c. getting the people to analyze the facts
- d. getting the people to set up long time objectives
based on the facts, needs and desires of the people
- e. determine problems for immediate emphasis
- f. determine goals for the year
- g. determine the requirements in equipment, housing and
personnel needed for obtaining the long time objectives.

During this conference plans were made for holding a series of three program project meetings in the county. The group to attend the meetings to be composed of men and women leaders from each rural community representing different farm economic facets, representatives of farm organizations, banking, business interests that deal with farmers, and representatives from the county government.

The men and women district agents and some specialists attended many of the county program projection meetings at which the following procedure was generally followed.

- a. At the first meeting facts were presented by the Extension worker on all phases of farming, family living and community needs. In each case the Extension subject-matter specialist assisted the county workers with the latest information in their fields. Additional facts, and needs were suggested by the leaders.
- b. The second meeting of the leaders was used in reviewing the situation, adding to the list of facts and needs, analyzing the information and determining the long time objectives.
- c. The final meeting of these leaders was used to review the long time objectives, determine the immediate plans and goals and the requirements in personnel and equipment to obtain these objectives and goals.

Following the completion of this series of county program projection meetings the Extension workers in each county were requested to prepare a summary report of the results of the meetings. Five copies per county were submitted to the offices of the district agents. Copies were forwarded to the administrative staff and to the Federal Extension Service.

Under the supervision of the Assistant Director of Extension, the 100 county summaries were studied, analyzed and summarized into one basic report that could be used for quick overall reference by any individual or group in the

state Extension staff.

A 2-day workshop on program projection was held for all state staff members. The problems studied in the workshop were taken from the summarized program projection report. This workshop was a direct result of the county program projection work.

This year joint county plans of work were developed by the county Extension workers. This is a result of several recommendations, studies, etc. First, the recommendation was made in the report "North Carolina Takes A Look At Program Development." Second, the state program projection committee recommended it. And, third, the agents did more joint planning and it was a logical step to develop joint plans.

There are many benefits from this joint planning such as a better understanding of situations, specific plan for using resources, and building of understanding and cooperation among agents.