The county agent and farm bureau movement

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THE COUNTY AGENT AND FARM BUREAU MOVEMENT.

A Thesis
Submitted to the Faculty of the Graduate College of the State University of Iowa in Partial Fulfillment of the Requirements for the Degree of Master of Arts.

by
Ralph A. Fritz.

Iowa City, Iowa,
June, 1920.
Preface.

During the summer of 1919 I became greatly interested in the county agent and farm bureau movement because of its rapid growth and great extent. As it was almost impossible to find literature on the subject, the idea occurred to me of making an intensive study of the movement in order to write, briefly, of its organization, the chief cause of its rapid growth, its accomplishments, and especially, its present social value and its possibilities as a socializing agency among the rural people.

Definite information was difficult to secure. The chief sources of data were the publications of that branch of the United States Department of Agriculture known as the States Relations Service, and bulletins of various agricultural colleges. I attended the annual Iowa conference of field agents and extension specialists held at Ames from Nov. 17-20, 1919, thereby meeting many of the workers of Iowa and of other states. County agent Edgar F. Graff of Johnson county, Iowa, permitted me to attend several farm bureau meetings in his county and did much to encourage this work. Miss Ruth Haefner, county home demonstration agent of Johnson county, gave many valuable suggestions and directed me to many sources of information. Acknowledgment is also made to W. H. Stacy, assistant county agent leader of Iowa, for supplying a great deal of information which could not otherwise have been obtained.

State University of Iowa,
May, 24, 1920.
Ralph A. Fritz.
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CHAPTER I.

HISTORY AND DEVELOPMENT OF THE COUNTY AGENT WORK.

**Agricultural Colleges**

Federal assistance in the teaching of agriculture was begun more than a half century ago. The first Morrill Act of 1862 donated public lands for agricultural colleges. It provided that public land be apportioned to each state to the amount of thirty thousand acres for each Senator and Representative to which the states were entitled according to the census of eighteen hundred and sixty. This land was subject to sale at one dollar and twenty-five cents per acre, and all moneys so secured were to be invested in stocks, yielding not less than five per cent on their par value. The invested money was to constitute a perpetual fund, the capital to remain forever undiminished, and the interest to be appropriated by each State for the endowment, support and maintenance of at least one college to teach such branches of learning as are related to agriculture and the mechanic arts. It was also provided that an annual report "be made regarding the progress of each college, recording any improvements and experiments made, with their cost and results".

The second Morrill Act of 1890 further endowed agricultural colleges. It provided for the appropriation out of the Federal Treasury of "the sum of fifteen thousand dollars for the year ending June thirtieth, eighteen hundred and ninety, and an annual increase of the amount of such
appropriation thereafter for ten years by an additional sum of one thousand dollars over the preceding year, and the annual amount to be paid thereafter to each State and Territory shall be twenty-five thousand dollars, to be applied only to instruction in agriculture, the mechanic arts, the English language and the various branches of mathematical, physical, natural, and economic science, with special reference to their applications in the industries of life and to the facilities for such instruction..." The money was to be paid annually on or before the last day of July by the Secretary of Treasury to the state or territorial treasurer, who should immediately pay over the sums to the treasurers of the respective colleges entitled to receive them.

The Nelson Amendment, approved March 4, 1907, made additional appropriation for agricultural colleges. It provided that there should be appropriated to each state and territory, beside the annual amounts named in the two Morrill Acts, the sum of five thousand dollars for the fiscal year ending June 30, 1908, and an annual increase for four years of an additional sum of five thousand dollars over the preceding year, "and the annual sum to be paid thereafter to each State and Territory shall be fifty thousand dollars, to be applied only for the purposes of the agricultural colleges as defined and limited in the act of Congress approved July second, eighteen hundred
and sixty-two, and the act of Congress approved August thirtieth, eighteen hundred and ninety. The United States Bureau of Education has ruled that the funds annually appropriated by the Act of 1890, must be spend during the year for which appropriated and for the purposes specified in the act, and cannot be allowed to accumulate. Also, no part of the funds received under the acts of 1890 and 1907 may be used for any form of extension work, and all instruction must be given at the institutions receiving the funds.

Agricultural Experiment Stations

The Act of 1887 establishing agricultural experiment stations is known as the Hatch Act. It provides, "that in order to aid in acquiring and diffusing among the people of the United States useful and practical information on subjects connected with agriculture, and to promote scientific investigation and experiments respecting the principles and applications of agricultural science, there shall be established under the direction of the college or colleges, or agricultural departments of colleges in each State or Territory.... a department to be known and designated as an agricultural experiment station...." It is the object and duty of these stations to "conduct original researches or verify experiments on the physiology of plants and animals; the diseases to which they are severally subject with the remedies for the same; the
chemical composition of useful plants at their different stages of growth; the comparative advantages of rotative cropping as pursued under the varying series of crops; the capacity of new plants or trees for acclimation; the analysis of soils and water; "and other similar work. Fifteen thousand dollars per year is appropriated to each state to pay the expenses of these experiments and for printing and distributing the results.

The experiment stations received further endowment by the Adams Act of 1906. In addition to the sums of the Hatch Act, there was appropriated to each state and territory the sum of five thousand dollars "for the year ending June thirtieth, nineteen hundred and six, and an annual increase of the amount of such appropriation thereafter for five years by an additional sum of two thousand dollars over the preceding year, and the annual amount to be paid thereafter to each State or Territory shall be thirty thousand dollars, to be applied only to paying the necessary expenses of conducting original researches or experiments bearing directly on the agricultural industry of the United States". The officer acting in the capacity of treasurer of the experiment station must report by the first day of September of each year, on schedules prescribed by the Secretary of Agriculture, giving a detailed statement of the money received and disbursed. In 1902
the postal laws were changed to arrange for the free transmission of reports and publications of the stations to individuals actually engaged in farming who requested them, and one copy to each newspaper within the state.

United States Department of Agriculture

In his annual address to both houses of Congress December 7th, 1796, George Washington proposed an institution for the promotion of agriculture. In this address he said, "It will not be doubted that, with reference to either individual or natural welfare, agriculture is of primary importance. In proportion as nations advance in population and other circumstances of maturity, this truth becomes more apparent; and renders the cultivation of the soil more and more an object of public patronage". The recommendation of Washington was not acted upon until 1839 when the United States Patent Office was asked to collect statistics and make a report on the state of agriculture. This report was published in 1849, but the Patent office was able to accomplish very little because of insufficient working personnel and a lack of funds.

The United States Agricultural Society was formed in June 1852 by 153 delegates representing twenty-three states and territories. The purpose of this society was to secure greater recognition of agricultural work by the national government. As a result the Department of
Agriculture was created in 1862 as a Bureau, distinct from the Patent Office. This act of 1862 stated that the purposes of the bureau were "to acquire and diffuse among the people of the United States useful information on subjects connected with agriculture in the most general and most comprehensive sense of that word, and to procure propagate and distribute among the people new and valuable seeds and plants". The entire force of this newly created Bureau consisted of the Commissioner and one chief clerk and the greater part of its work was merely investigational; but the growing appreciation of its importance soon necessitated an increased appropriation and a corresponding increase in the official staff.

Further agitation to better represent the agricultural interests of the country at the seat of government resulted in an Act of Congress dated February 9, 1889, which established the Department of Agriculture as an executive branch of the government. The Department now includes sixteen divisions with a large working force under each. It works through eight separate bureaus and a number of offices, and has an annual budget (1919) of $26,000,000. It supervises research work and seeks to coordinate the functioning of the various agencies interested in agricultural development. The results of its research are made available to the farmers through the publication of bulletins and pamphlets.
and by demonstration work. This demonstration work is conducted by a staff of extension specialists with the assistance of similar specialists from the agricultural colleges. In 1919 there were approximately 1,500 such specialists maintained by the department and the colleges.

**States Relations Service**

The demonstration work became so important that on July 1st, 1915, the Secretary of Agriculture issued Memorandum No. 140, establishing a States Relations Service "which shall represent the Secretary of Agriculture in his relations with the State agricultural colleges and experiment stations...and in carrying out the provisions of acts of Congress making appropriations to this department for farmers' cooperative demonstration work, investigations relating to agricultural schools, farmers' institutes,..." and in certain other agricultural work.

The Service has five offices as follows: (1) Director of the Service; (2) Experiment Stations; (3) Extension Work in the South; (4) Extension Work in the North and West; (5) Home Economics. The Secretary of Agriculture also requested that: "All plans for demonstration and extension work originating in any bureau or in any State should first be submitted to The States Relations Service, which will make recommendations regarding them to the Secretary. Approved plans for demonstration and extension work by any bureau should not be put into operation in any State until
they have been brought to the attention of the Director of the States Relations Service and an opportunity has been given for the arranging with the extension directors of the agricultural colleges regarding the execution of these plans in the states concerned.

Congress financed this plan of the Secretary of Agriculture by $15,680 "for the general administrative expenses connected with the lines of work of the States Relation Service, including the offices of the director, the chief clerk, the offices in charge of publications, library, accounts, records, supplies, and property, and for miscellaneous incidental expenses." 

Extension Department of Agricultural Colleges

Each state agricultural college usually has an extension department which attempts to make the results of the college research of practical benefit to the farmers and other citizens of the State. An extension director has charge of this work for the college, and the States Relations Service intrusts the same official with the administration of the federal extension work within that State. The state director of extension is selected by the college but must be acceptable to the federal department. This cooperation between the State college and the United States Department of Agriculture is carried on under a memorandum of understanding signed by the president of the
state agricultural college and the Secretary of Agriculture. A project agreement is also arranged between the extension division of the college and the States Relations Service. The following diagram shows the relations between the various extension agencies:
RELATIONS BETWEEN THE VARIOUS EXTENSION AGENCIES.

U.S. Department of Agriculture

Bureaus and Offices

States Relations Service

Office of Extension Work North and West

Office of Extension Work South

Directors of Extension

State Leaders

Executive Committee

County Agricultural Agents and Home Demonstration Agents

Club Work
County Agent Movement

There have been many and various attempts by both the State and the Federal departments of agriculture to induce farmers to put into practice the scientific methods provided by the colleges and experiment stations. Most of these attempts have failed because the farmers did not have time to read voluminous bulletins. A system of demonstration farms located in various parts of the county and supported by the government or state also failed because the farmers keenly resented being told just how to run their business. A government representative living in the county was a step in advance but so long as he was supported entirely by the government the system was too paternalistic. The people of the community must think of the government agent as "their man", in order to secure the best results.

The county agent movement in the United States had its origin in an attempt to prevent the destruction of the cotton industry by the boll weevil. The first federal demonstration agents were appointed in Texas in 1904. In 1906 and 1907 the first county agents were regularly appointed for a single county. The following year the county agent plan was made an integral part of the demonstration work in the South. The movement attracted much attention through its corn champions and especially
because of Jerry Moore's record acre yield of corn. District demonstrations were begun in the North in 1909 by cooperation between the United States Department of Agriculture and the Ohio experiment station. In 1911 four agents were appointed experimentally for the North and West, the first being in Broome County, New York.

National legislation concerning county agent work is not extensive. A small appropriation in 1912 for the support of extension work assisted the movement in its experimental stage. The Smith-Lever Act of May 8, 1914 is the really important law. The sudden war-need for increased food production caused this to be supplemented by the Food Production Act of August 10th, 1917.

The Smith-Lever Act provided funds for agricultural extension work through cooperation between the state agricultural colleges and the United States Department of Agriculture. For such work each state receives annually 10,000 dollars, beginning with the fiscal year 1914-15. Additional sums are to be distributed each year among the various states in the proportion which the rural population of each state bears to the total rural population of all the States as determined by the last federal census.

These latter funds are often called state Smith-Lever funds because they are not available to a state until an equal sum has been provided by the state. For the fiscal
year 1915-16 these additional funds were to total $600,000; this amount to be increased by $500,000 each year until the fiscal year 1922-23, when the total of such funds for that year and annually thereafter will be $4,100,000. Beginning in 1923 the total amount appropriated annually by the federal government under the Smith-Lever Act will be $4,580,000, and by the states $4,100,000, making a grand total available each year for cooperative extension work of $8,680,000.

The amounts to be raised by the states may be appropriated for that year by the legislature of such State, or provided by State, county, college, local authority, or individual contributions from within the State, for the maintenance of the cooperative agricultural extension work provided for in this act. The act defines the limits of extension work by stating "That cooperative agricultural extension work shall consist of the giving of instructions and practical demonstrations in agriculture and home economics to persons not attendant or resident in said colleges" and imparting information "through field demonstrations, publications and otherwise".

With the entrance of the United States into the European war it became necessary to increase the food production of the nation. To assist in this work Congress passed the Food Production Act which became a law on August 10, 1917. The act provided $4,348,400 for increasing
production and conservation through the hiring of county agents, home demonstration agents, and boys' and girls' club leaders. This amount became immediately available for the county system of extension work, and enabled the county agent movement to be extended to every agricultural county during the fiscal year 1917-1918. Under the Smith-Lever Act the spread of county agent work to every county would not have been completed until 1923. The war emergency thus gave great impetus to the movement. However, when the armistice had been signed and the food crisis had passed, this added assistance was removed. The funds of the Food Production Act were stopped June 30, 1919. This left a vast system of work, scarcely established and organized, with a great portion of its financial support suddenly cut off.

**Purpose and Need of County Agent Movement**

The term "county agent work" is commonly used to include all kinds of cooperative extension activities in agriculture and home economics. There are really three classes of work, namely, county agent work proper, boys' and girls' club work, and home demonstration work. These activities are all under the supervision of the State Directors of extension as shown in the diagram on page 10. The county agent, the home demonstration agent, and the club leader have the same aims and their work in each county is cooperative. This cooperative plan serves as
a convenient division of labor and simplifies the organization of the program of extension work.

Why has our federal government thought it necessary to spend several million dollars each year on county agent work? Is there anything peculiar about the work and life of the farmer that should entitle him to receive aid from the government? Is not the federal assistance for county agent work a clear example of class legislation? These questions can be answered only by securing an adequate understanding of the purposes and objects of the county agent work.

According to the census of 1910 the United States is primarily an agricultural nation. 53.7 per cent of the people live on farms and in towns of less than 2,500 persons. 38,167,336 people, out of a population of 91,972,266, are engaged in gainful occupations, and of this number 30 plus per cent of those above the age of ten years, or 12,659,203 are engaged in agricultural pursuits. 21,608,810 people actually live on farms. Agriculture is our fundamental industry. The progress and welfare of our nation depends, in the final analysis, upon the progress and welfare of our rural people. The county agent movement is not a system of paternal care and financial assistance to a special class. It is a part of the educational system of our nation. It is similar to vocational training, but trains not only the child
but also the adult. It reaches the young people through boys' and girls' club work; the women, through the home demonstration work; and the men, through the work of the county agent proper.

County agent work seeks to improve agriculture and to better conditions on the farm. It is a practical application of economics, because it attempts to develop a type of permanent agriculture which will yield the farmer a reasonable return for his capital and labor. It is a practical application of sociology, because it attempts to secure all that pertains to a more satisfying country life.

In brief, it seeks to readjust agriculture and rural life on a higher plane of dignity, profit and power, and strives to do this by taking to the farmers and their families the information which comes into the hands of the department of agriculture, the schools and the more successful farmers.

The county agent system is built upon three fundamental principles. First, there must be personal contact between the teacher and the one taught. Second, the most effective demonstration must be worked out by the farmer himself on his own farm. Third, centers of influence with local leadership are essential to progress. Working upon these principles the agent finds that he must act as an
educator, as a practical farmer, and as an organizer. He is a source of information for the farmers of his county, or he assists in securing the desired information from the college and from the department of agriculture. He often speaks at farmers' meetings, assists at institutes, and holds field schools, but his most effective work is that of actual demonstration on farms. The farms of the county are his laboratory where he teaches by object lessons. He uses these demonstrations as centers of influence, thereby reaching the entire community and not the individual alone. Often an acute problem of the county has already been solved by several of the best farmers. It is the business of the county agent to find these best farmers and use their farms and their work as object lessons for the entire community.

The best way to reach the community is through some organization of the community. Where organizations already exist the agent cooperates with them, regardless of their nature, providing only that they are striving to better agriculture and rural life. County agents often work with the Grange, the Farmers' Union, Breeders' Associations, Community Clubs, The Equity, The Gleaners, and innumerable similar societies. Where there is no local organization the agent tries to form one. In the South, these organizations formed by the agents of extension are commonly called County Farm Councils; while in the North, the County Farm Bureau is the usual name.
But the county agent does more than bring to the farmers on their own farms the results of scientific investigation and the experiences of successful farmers. His work is not ended when he has influenced the farmers to put these into practice, for besides being a teacher he is a county leader, an organizer of rural forces. He fosters cooperation and teamwork and helps farmers to find themselves. He develops and inspires local leadership. With the help of the home demonstrators and boys' and girls' club leaders he works with the young people. Through clubs and other groups, he instructs them in the various activities of farm and home, and develops in them a just pride in good work and an appreciation of rural life.

The scope of the county agent movement is not the farm alone, but the home and family as well.

<table>
<thead>
<tr>
<th>Year</th>
<th>County Agents</th>
<th>Home Demonstration Agents</th>
<th>Club Leaders</th>
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<tr>
<td>June 30, 1912</td>
<td>5</td>
<td>--------------------------</td>
<td>3</td>
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<tr>
<td>&quot; &quot; 1913</td>
<td>118</td>
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<tr>
<td>&quot; &quot; 1914</td>
<td>208</td>
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<td>&quot; &quot; 1915</td>
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<td>&quot; &quot; 1917</td>
<td>542</td>
<td>--------------------------</td>
<td>240</td>
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<tr>
<td>&quot; &quot; 1918</td>
<td>1,133</td>
<td>--------------------------</td>
<td>1018</td>
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<tr>
<td>&quot; &quot; 1919</td>
<td>1,106</td>
<td>--------------------------</td>
<td>381</td>
</tr>
<tr>
<td>June 1, 1920</td>
<td>1,102</td>
<td>--------------------------</td>
<td>329</td>
</tr>
</tbody>
</table>

On June 1, 1919 there were 1,031 county agents and 763 home demonstration agents in the Southern States.
The above table gives some idea of the increase in the numbers of county agents, home demonstration agents, and club leaders. There has been a steady increase in their numbers, until there were, on July 1, 1918, 3001 men engaged in county agricultural work and employed as county agents, local assistants, and supervisory officers. 2034 women were engaged in home demonstration work, and about 1200 men and women were specially employed to work with boys' and girls' clubs. In addition to these there are 1000 extension specialists, making a total force of more than 7,000 trained men and women who are assisting the farming population in solving their practical problems. However, a part of this staff of workers had to be discharged when the funds of the Food Production Act were suddenly cut off on July 1, 1919.

During the fiscal year 1917-18 about $12,000,000 were appropriated for cooperative agricultural extension work. For the four fiscal years, 1914-15 to 1917-18 inclusive, federal appropriations totaled $13,981,107, and state, county, and other appropriations totaled $12,616,101, or a grand total of approximately $27,000,000. Of this amount about $13,500,000 were spent for county agent work, $3,275,000 for home demonstration work, and $1,550,000 for boys' and girls' club work.
According to the census of 1910 there are 6,361,520 farms in the United States. The Department of Agriculture gives (1918) 2,936 as the number of agricultural counties in the United States, 2,435 of these were being served by county agents on July 1, 1916. The thirty-three states which the States Relations Service includes in its department of the North and West contain 1,591 agricultural counties. The following diagram shows the extension of the county agents into these counties until practically eighty per cent of them were being served on June 30, 1918, either by their own agents or by district agents.
### DEVELOPMENT OF COUNTY AGENT WORK, NORTHERN AND WESTERN STATES.

<table>
<thead>
<tr>
<th>State</th>
<th>Number of agricultural counties</th>
</tr>
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<td>N. and W. States</td>
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<tr>
<td>Arizona</td>
<td>50</td>
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<tr>
<td>California</td>
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<td>Colorado</td>
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<td>Connecticut</td>
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<td>Washington</td>
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</tbody>
</table>

- Percentage of agricultural counties having county agents on June 30, 1917.
- Percentage of agricultural counties having county agents on June 30, 1918.
- Percentage of agricultural counties covered by district agents on June 30, 1918.
The United States Department of Agriculture Yearbook says that "This County Agent movement is the greatest and most practical universal extension movement ever inaugurated in any country". The annual reports from the 2400 county agents, show that an average of about 500 families per county are aided each year. There are at least 1,225,000 farm families which receive personal aid and advice in their household and farming problems. Negroes sometimes have agents of their own race, which increases the efficiency of the work in the South. The bulletins published by the Department of Agriculture are often so technical that their scientific principles cannot be understood by the average farmer, but even illiterates can learn these same principles from the demonstrations and oral instructions of the county agent.

Results

During the 1917 crop year county agents made 1,173,289 farm visits; conducted 134,428 meetings which were attended by 6,939,690 people; and 1,233,721 farmers called at the agents' offices. During the same period the averages per agent were: farm visits made - 790; meetings held - 457; people reached by each agent through the above meetings - 4,500; office callers - 500; letters written - 900; circulars mailed - 3,600; telephone calls - 2,500; miles traveled in discharge of duty - 5,000.
During 1918 about one million farmers associated themselves with farm bureaus, county farm councils, and other organizations supporting the work of the county agents. 250,000 meetings were held by extension agents with a total attendance of 8,000,000; institutes and extension schools being included in these meetings. In the fifteen Southern States there were 7,100 community clubs with a membership of 25,000; 500 Livestock Breeders and Cow Testing Associations were formed; and 2,227 Buying and Selling Associations organized. During the same year, in the thirty-three States of the North and West, there were 700 farm bureaus; and there were organized 2,085 farmers' Clubs, 2,400 farmers' Exchanges and Marketing Associations, 395 Livestock Breeders Associations, and 275 Cow-testing Associations.

The following table gives in summary form a few of the results of county agent work in the thirty-three States of the North and West, during the four years from 1915 to 1918 inclusive. The table is based on the annual reports of the Department of Extension Work in the North and West, which in turn are based on the annual reports of the county agents. The reporting year for the agents extends from December 1st to the following November 30.
## RESULTS OF COUNTY-AGENT WORK.

<table>
<thead>
<tr>
<th></th>
<th>1915</th>
<th>1916</th>
<th>1917</th>
<th>1918</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Agents</strong></td>
<td>368.-</td>
<td></td>
<td>500.-</td>
<td>1,160.-</td>
</tr>
<tr>
<td><strong>Extending the work:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farm visits made by county agents</td>
<td>194,217.-</td>
<td>221,554.-</td>
<td>287,323.-</td>
<td>504,600.-</td>
</tr>
<tr>
<td>Number of farmers calling at agents office</td>
<td>181,112.-</td>
<td>245,227.-</td>
<td>468,514.-</td>
<td>1,285,280.-</td>
</tr>
<tr>
<td>Press articles prepared by agents</td>
<td></td>
<td>18,818.-</td>
<td>30,388.-</td>
<td>86,565.-</td>
</tr>
<tr>
<td>Circular letters mailed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal letters written by county agents</td>
<td>1,000,000.-</td>
<td>1,791,298.-</td>
<td>3,063,218.-</td>
<td>6,737,971.-</td>
</tr>
<tr>
<td>Meetings held in which agent took part</td>
<td>29,929.-</td>
<td>92,640.-</td>
<td>55,432.-</td>
<td>110,931.-</td>
</tr>
<tr>
<td>Attendance at above meetings</td>
<td>1,741,272.-</td>
<td>2,134,477.-</td>
<td>3,059,387.-</td>
<td>3,500,000.-</td>
</tr>
<tr>
<td>Extension schools assisted</td>
<td>1,046.-</td>
<td>2,388.-</td>
<td>3,505.-</td>
<td>3,741.-</td>
</tr>
<tr>
<td>Enrollment at above schools</td>
<td>120,000.-</td>
<td>357,807.-</td>
<td>321,276.-</td>
<td>348,754.-</td>
</tr>
<tr>
<td><strong>Work with crops:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farms selecting seed corn in fall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres planted with fall selected seed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres planted with tested seed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farmers treating seed oats for smut</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres sown with treated seed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres sown with alfalfa grown</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres of sweet clover grown</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres of soy beans grown</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farmers treating potatoes for disease</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orchards cared for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Work with live stock:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cow-testing associations organized.</td>
<td>143.-</td>
<td>215.-</td>
<td>182.-</td>
<td></td>
</tr>
<tr>
<td>Breeders' associations organized.</td>
<td>90.-</td>
<td>112.-</td>
<td>160.-</td>
<td>395.-</td>
</tr>
<tr>
<td>Silos constructed</td>
<td>2,930.-</td>
<td>3,085.-</td>
<td>7,249.-</td>
<td></td>
</tr>
<tr>
<td>Balanced rations figured</td>
<td>4,375.-</td>
<td>5,882.-</td>
<td>10,986.-</td>
<td></td>
</tr>
<tr>
<td>Animals tested for tuberculosis</td>
<td>8,113.-</td>
<td>18,011.-</td>
<td>36,392.-</td>
<td>55,962.-</td>
</tr>
<tr>
<td>Animals treated for blackleg.</td>
<td>34,851.-</td>
<td>121,186.-</td>
<td>197,508.-</td>
<td>380,264.-</td>
</tr>
<tr>
<td>Hog cholera control clubs organized.</td>
<td>141.-</td>
<td>134.-</td>
<td>129.-</td>
<td></td>
</tr>
<tr>
<td>Hogs vaccinated on agents' advice</td>
<td>204,304.-</td>
<td>161,372.-</td>
<td>204,545.-</td>
<td>449,188.-</td>
</tr>
<tr>
<td>Hogs vaccinated by agent as demonstrations</td>
<td>88,688.-</td>
<td>48,965.-</td>
<td>31,321.-</td>
<td>104,001.-</td>
</tr>
</tbody>
</table>
RESULTS OF COUNTY-AGENT WORK. (cont'd.)

<table>
<thead>
<tr>
<th>Work in relation to soils:</th>
<th>1915</th>
<th>1916</th>
<th>1917</th>
<th>1918</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drainage systems planned</td>
<td>1,273</td>
<td>933</td>
<td>1,188</td>
<td>1,940</td>
</tr>
<tr>
<td>Acres involved in above plans</td>
<td>143,700</td>
<td>124,754</td>
<td>374,916</td>
<td>371,226</td>
</tr>
<tr>
<td>Irrigation systems planned</td>
<td>318</td>
<td>194</td>
<td>225</td>
<td>316</td>
</tr>
<tr>
<td>Acres involved in above plans</td>
<td>49,487</td>
<td>19,829</td>
<td>162,475</td>
<td>280,913</td>
</tr>
<tr>
<td>Soils tested for acidity (farms)</td>
<td>11,748</td>
<td>-</td>
<td>11,163</td>
<td>19,205</td>
</tr>
<tr>
<td>Local sources of lime developed</td>
<td>310</td>
<td>-</td>
<td>301</td>
<td>560</td>
</tr>
</tbody>
</table>

Work in relation to farm business:

| Farm survey records taken by co. agts. | 11,523 | 4,468 | 3,215 |
| Farms modifying management as result of survey | 512 | 1,500 | 3,167 |
| Farmers keeping accounts | 4,619 | 6,337 | 12,841 | 17,835 |
| Business done by buying and selling organizations formed by co. agents | $3,573,373 | $4,919,627 | $18,405,478 | $26,745,892 |
| Approximate savings effected | $277,975 | $741,600 | $1,419,937 | $2,942,048 |
| Laborers supplied thru farm bureaus | 5,488 | 8,582 | 96,040 | 151,532 |
| Demonstrations conducted by county agents | 30,000 | 32,845 | 34,613 | 77,868 |
| Attendance at above demonstrations | 160,000 | - | 401,819 | 667,753 |

The section of this summary which is given the name of "Extending the Work" requires an explanatory statement.

Such work as farm visits made by the county agent, calls at the agents' office, press articles written, letters mailed, meetings held, and extension schools assisted, are as much a part of the regular program of work as of an attempt to extend the scope of the county agent movement.
It should be borne in mind that no one agent can report for all the items given in the summary. He would most likely fail of success in every line of work if he tried all of them, and moreover, no single county needs assistance in all projects. Some sections of the North and West do not grow corn or alfalfa, while other sections would have no use for cow-testing associations or hog cholera clubs. Each agent has done only those things that seem most worth while in his particular county. Therefore, the number of county agents given at the top of each column in the table usually represents more agents than have actually reported for each of the items.

The great increase in the number of acres planted with tested seed corn in 1918 over that of 1917, indicates the increased faith in tested seed. The figures showing the treatment of animals for tuberculosis, blackleg, and cholera are suggestive of the great benefit from that work. The added acreage secured to cultivation by means of drainage systems and irrigation systems constitutes a permanent increase in national wealth. Some of these systems would have been constructed without the help of the agent, but his assistance has made the lands available sooner. If we are to maintain proper conditions on the farms of the United States it is rapidly becoming necessary to do more work with soils, such as tests for acidity and treatment with lime.
There is much discussion concerning the high prices of food, but few available facts from which to determine what constitutes a just price. The farmers are urged to keep accounts and the agent often secures account books printed especially for farm purposes, and assists and encourages the farmers in their use. At the end of the year the farmer may then know quite accurately what it has cost him to produce each bushel of oats, corn and wheat, or each ton of hay, and what price he should secure in order to make a fair profit.

During the year 1918 about two million boys and girls in the United States took part in club activities. In the South there were 23,096 clubs for girls and women, including 3,749 clubs for negroes. In the North and West there were 21,845 boys' and girls' clubs.

The following table gives an idea of the growth of club work in the thirty-three States of the North and West:
BOYS' AND GIRLS' CLUB WORK, NORTHERN AND WESTERN STATES.

Leaders employed, clubs organized, enrollment, and members reporting results.

<table>
<thead>
<tr>
<th>Year</th>
<th>State</th>
<th>County and District</th>
<th>Paid leaders employed</th>
<th>Clubs organized</th>
<th>Total enrollment</th>
<th>Members reporting results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1912</td>
<td>3</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>22,000</td>
<td>---</td>
</tr>
<tr>
<td>1913</td>
<td>12</td>
<td>---</td>
<td>8</td>
<td>---</td>
<td>71,959</td>
<td>---</td>
</tr>
<tr>
<td>1914</td>
<td>34</td>
<td>---</td>
<td>9</td>
<td>---</td>
<td>147,077</td>
<td>---</td>
</tr>
<tr>
<td>1915</td>
<td>39</td>
<td>---</td>
<td>23</td>
<td>7,322</td>
<td>209,178</td>
<td>62,524</td>
</tr>
<tr>
<td>1916</td>
<td>38</td>
<td>---</td>
<td>34</td>
<td>7,849</td>
<td>198,759</td>
<td>85,324</td>
</tr>
<tr>
<td>1917</td>
<td>60</td>
<td>---</td>
<td>180</td>
<td>13,883</td>
<td>440,606</td>
<td>160,624</td>
</tr>
<tr>
<td>1918</td>
<td>148</td>
<td>---</td>
<td>870</td>
<td>21,845</td>
<td>527,723</td>
<td>251,032</td>
</tr>
<tr>
<td>1919</td>
<td>124</td>
<td>---</td>
<td>256</td>
<td>16,395</td>
<td>310,115</td>
<td>160,992</td>
</tr>
</tbody>
</table>

On July 1, 1918 there were 2,034 persons engaged in home demonstration work, serving 1,715 counties and 200 cities. During the year about six million women received instruction or information from these agents. This instruction is along many lines, some of which are: gardening, poultry production; food conservation, such as canning, drying, and curing of meats, preserving and canning of fruits and vegetables; cheese and butter-making; children's welfare; proper diets; clothing; water-supply; sewage disposal; house ventilation; household equipment and management; and labor saving devices.

The war work of the county agent movement is especially worthy of notice. The organization of the extension workers was recognized as the best available machinery for presenting the nation's policy to the farmers and for utilizing their willingness to help win the war. Therefore, additional funds were provided by the Food Production Act to enlarge this organization, and emergency agents were appointed to
help carry on the increased work made necessary by the war. On July 1st, 1918, there were 2,011 emergency agents in county agricultural work and 1,617 in home demonstration work, with about 200 of these Home Demonstration agents working in urban centers.

The extension division in several of the States conducted an agricultural census to determine the actual agricultural conditions and how best to assist the farmers to raise more food. New York took such a census with striking success. The county agents arranged community meetings in nearly every township in the State and explained the war situation. Blanks were prepared, the co-operation of the State Board of Education was secured, and schools were temporarily closed. The teachers, assisted by the older boys and girls, visited every farmer in the district and secured the desired information on the provided blanks. The teachers summarized the results for their districts and forwarded all blanks to the county farm bureau office. The county agent, assisted by bank officials, school superintendents, teachers, and pupils, summarized the result for the county and forwarded them to the state county agent leader where summaries for the entire state were made. The work was done in about a week with returns from 98 per cent of the farms. The survey showed the number of laborers needed, the seed on hand and the seed required, the fertilizers needed, and other facts relating to conditions on the farm.
The following table gives the estimated results of the county agent campaigns for increased food and crop production in the thirty-three States of the North and West during 1917 and 1918.
If these figures are correct, and they are based upon the most reliable facts obtainable— it is easily seen that the extra $4,348,400 of the Food Production Act which were expended by the extension agencies to increase our food supply, was money well spent. The assistance given in the spring of 1918 in securing good seed corn is worthy of notice. The early frosts of 1917 caught most of the corn before it had matured and seed was very difficult to find. The way in which the county agent organization of Indiana secured good seed is typical of the method used in several states. Interest in the situation was aroused throughout

### Results of Crop Production Campaigns, 1917-19

<table>
<thead>
<tr>
<th>Crop</th>
<th>Estimated Increased Production (all campaigns) Bushels</th>
<th>Farmers assisted in securing seed Bushels of seed secured for farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>For the year 1917-18</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spring wheat</td>
<td>3,796,532</td>
<td>7,298</td>
</tr>
<tr>
<td>Oats</td>
<td>3,831,510</td>
<td>6,599</td>
</tr>
<tr>
<td>Corn</td>
<td>7,774,124</td>
<td>19,128</td>
</tr>
<tr>
<td>Buckwheat</td>
<td>630,135</td>
<td>13,883</td>
</tr>
<tr>
<td>Barley</td>
<td>1,445,293</td>
<td>2,704</td>
</tr>
<tr>
<td>Potatoes</td>
<td>13,645,282</td>
<td>40,759</td>
</tr>
<tr>
<td>Beans</td>
<td>1,029,780</td>
<td>13,286</td>
</tr>
<tr>
<td>Winter wheat</td>
<td></td>
<td>12,363</td>
</tr>
<tr>
<td>Rye</td>
<td></td>
<td>5,689</td>
</tr>
<tr>
<td>Other crops</td>
<td>612,100</td>
<td>10,296</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>32,767,756</td>
<td>132,205</td>
</tr>
</tbody>
</table>

| For the year 1918 |                                                        |                                                                     |
|-------------------|--------------------------------------------------------|                                                                     |
| Spring wheat      | 21,258,694                                             | 48,854                                                             | 831,560 |
| Oats              | 4,500,000                                              | 14,142                                                             | 421,600 |
| Corn              | 12,820,300                                             | 222,123                                                            | 1,232,099 |
| Buckwheat         | 331,485                                                | 2,186                                                              | 23,601  |
| Barley            | 2,827,995                                              | 6,333                                                              | 159,493 |
| Potatoes          | 2,157,712                                              | 9,294                                                              | 235,799 |
| Beans             | 247,088                                                | 4,785                                                              | 29,578  |
| Winter wheat      | 23,952,678                                             | 28,963                                                             | 1,119,163 |
| Rye               | 1,705,896                                              | 11,532                                                             | 183,595 |

| Other crops       |                                                       |                                                                     |
|-------------------|--------------------------------------------------------|                                                                     |
| Total             | 32,767,756                                            | 132,205                                                            | 1,946,020 |
the state and a special seed corn week was held. A survey was made which showed that about one million bushels of seed were needed and that there were left in the state only half a million bushels of the crop of 1916. This 1916 corn was commandeered, and seed, adapted to Indiana conditions, was purchased from Missouri, Pennsylvania, and New Jersey. Testing stations were set up and tested seed was sold to farmers at a reasonable price. The result was the best stand of corn in Indiana in the history of the state. By a similar survey Iowa found almost enough seed within the state to plant the 1918 crop.

County agents and the farm bureau organizations assisted in conducting campaigns for Liberty Loans, the Red Cross, the Y.M.C.A., and the Knights of Columbus; in locating horses for the army; and in making labor surveys.

The results of county agent work which can be measured are: greater crops, increased meat production, added productive areas, better care of soils, and more business-like methods of farming. These are definite economic values which can be estimated, and yet they are perhaps the least important results of the county agent work. The movement has held before the farmers a plan for increasing their profits. It has aroused the rural people to thought, and has interested them in working out solutions for their local problems. It has increased the reading of agricultural
papers, magazines, and books, and created a new desire for education. It has brought new ideas and a new hope to many of the rural people and awakened in them a social conscience. A new desire for the health and comfort of both the family and the community has been aroused by the study of sanitation, proper diet, labor-saving devices, and improved homes. Clubs, societies, awakened rural churches, and local organizations have created a community spirit, and have taught the value of cooperation and combined effort. Perhaps the real value of county agent work to our nation is not the economic value it has added, but rather the development among the rural people of community ideals, community spirit, and community teamwork.

For the fiscal year ending June 30, 1920, the federal government will appropriate for county agent work under the Smith-Lever Act $3,080,000. Almost an equal amount, or $2,600,000, will be raised by the states and counties for the work. Properly qualified county agents are in great demand and received from $1,100 to $4,000 a year for their services.

A successful county agent must possess the combined qualifications of personality, education and practical experience. He should have tact, good character, and a
desire to serve; he should have had scientific training in agriculture with a broad general education; and have had actual experience in owning or managing a farm. Usually he is a graduate of an approved agricultural college and a man of mature years. He must be an organizer and a leader in the broadest sense of that term. The work in his county will depend very largely upon his ability to take the lead in new ventures and to inspire and direct the efforts of others.
CHAPTER II

The Farm Bureau

The farm bureau is the name usually given to the county-wide organization which engages in cooperative agricultural extension work in the states of the North and West. The corresponding organization in the Southern States is known as a county farm council and consists of several community organizations which are federated into a county-wide organization.

A farm bureau is an association of people interested in rural affairs, and which has for its object the development within a county of the best system of agriculture, the establishment of community ideals, and the improvement of the well-being, prosperity, and happiness of country people. The association consists of men, men and women, or men, women and children. The system of agriculture that they seek to develop is one which will be both profitable and permanent. The association seeks to accomplish its purposes through cooperation with the local, state and national agencies which are doing extension work in agriculture and home economics.

The relation of the county agent to the farm bureau is not the same in all states. In some instances the bureau was formed before the county agent began work and in other
instances the agent organized the bureau, while sometimes the agent and the bureau were introduced into the county at the same time. The farm bureau should be well started before the agent begins his work, because this proceeding puts the emphasis on the people themselves instead of on the outsider. The farm bureau is the farmer's agency while the county agent is the representative of the state and national governmental agencies.

There are three possible relationships between the local farm bureau and its county agent. The first would be to have the farm bureau under the direction of the county agent. Under this arrangement the bureau would merely carry out the plans and purposes of the county agent and of the other governmental agencies of extension work. It could do only those things which were planned and approved by the government.

A second possible relationship is that the farm bureau should direct the county agent in his work. The agent would then be a secretary or manager of the farm bureau. As such he would soon lose all claim to any support from public funds.

A third relationship is where the farm bureau and the county agent are separate and distinct instruments both seeking to better rural conditions.
bureau is directed by the farmers through the board of directors of the farm bureau and the county agent is directed by the federal and state governments. The farm bureau represents the free action of the farmers themselves, while the county agent represents the state and federal agencies of agricultural extension activities. In most of their work the two will cooperate, yet it is not necessary that the county agent assist in every movement of the farm bureau, nor will the bureau be limited only to that work which the agent as a government representative can engage in. In perhaps ninety per cent of all activities they will unite their efforts, yet the farm bureau may sometimes wish to do things which can scarcely be undertaken by the agent acting in the capacity of a public official.

Although the farm bureau has often been an overhead organization imposed upon the county in an effort to extend the county agent work, yet the bureau is always broader and possesses greater power than the county agent. The two are separate and distinct, yet neither can accomplish much without the other. The essential relationship of the county agent to the farm bureau is one of invisible leadership. His success depends upon his ability to get others to do things, for the effective farm bureau must make its own plans and do its own work.
Purposes of the Farm Bureau

The purposes of the farm bureau have changed even within the few years of its existence. The old conception was that it was an aid to the county agent and assisted him in giving his demonstrations. The new conception is that it is a democratic, agricultural organization which studies the local needs and attempts to solve the local problems. The farm bureau is based upon the desire of the American farmer to do two things: to unite for mutual self-help and co-operation, and to get into closer touch with the governmental institutions and agencies of agriculture and home economics. Its purposes are all summed up by saying that it seeks to aid in the development of rural life.

The chief purposes of the farm bureau are:

1. To encourage self-help by developing local community leadership.
2. To reveal to the people of the county the agricultural possibilities of the county and how to attain them.
3. To study the local agricultural problems and to try to solve those problems by means of a county program of work.
4. To coordinate the existing agricultural forces, both organized and unorganized.
5. To bring to the extension agents the counsel and cooperation of the best farmers in the county as to what
ought to be done and how to do it.

6. To furnish the local machinery for supplying each community with information of value of it.

The farm bureau seeks to increase the local knowledge of agricultural fact. It does this in two ways: first, by comparing and tabulating the results obtained by the more wide-awake and more successful of the farmers; and second, by disseminating the knowledge gained by the colleges and experiment stations. It is a local institution, educational in its methods, which carries on extension work in agriculture and home economics by means of a county program of work.

The farm bureau seeks to coordinate and unify the work of the existing agricultural organizations of the county. It has been characterized as a clearing house for the other organizations, and as a chamber of agriculture, corresponding to a city chamber of commerce. It is non-political, non-sectarian, non-secret, and represents the whole farming population, men, women, and children. It is the official rural organization which attempts to promote a better and more prosperous rural life.
History of the Farm Bureau

It would be impossible to say just when the first farm bureau came into existence. There have been many sorts of organizations among farmers, some of which were very similar to the farm bureau of the present day except that they did not have the assistance of a paid agent. Some of these older organizations have adopted the name of farm bureau with its plan of government, and other weak local organizations have been grouped or federated to form a similar county-wide farm bureau. Usually the farm bureau has come into existence before the county agent has come into the county and this is the better way. In some cases, however, the agent has entered the county with practically no county-wide organization already in existence and he has found it essential to develop such an organization before he could do effective work.

Twenty-one of the thirty-three Northern and Western States had farm bureaus before the United States entered the war. On December 1, 1916, these twenty-one states had 287 farm bureaus with 98,654 members. It was found that the increased food production campaigns of the United States Department of Agriculture could be carried on most effectively in the rural districts by means of the machinery of the farm bureau. Therefore, the Department began the systematic organization of farm bureaus in the counties.
Two methods were used. Sometimes a district agent was appointed to take charge of two or more counties with instructions that he should immediately start the campaigns for increased food. Meanwhile, as rapidly as possible, he should organize a farm bureau in each county under his charge. The second plan was to use a specially trained corps of workers to go into the counties and organize farm bureaus. When the bureau had been formed a county agent would be supplied. This latter plan proved the more successful of the two.

The normal increase of farm bureaus combined with these extra organization efforts resulted in a rapid growth of the bureau movement. On June 30, 1918, in twenty-nine states of the North and West there were 791 farm bureaus with 290,000 members. Of the other four states in the North and West, Indiana, Oregon, and Washington had county federations of farmers' organizations which functioned much the same as farm bureaus. Wisconsin alone had no county organization to assist in agricultural extension work.

The following table shows the growth of the farm bureaus:
Organization and Composition

There are a great many forms of farmers' organizations which have been active in promoting county agent work. The following general types may be distinguished.

1. County-wide organizations such as the farm bureau, with a membership scattered generally throughout the county.

2. County Federations of agricultural organizations. This type has delegates who represent the various clubs, granges, unions, or equities in the county, and who meet as a county executive committee. Minnesota has had considerable success with this plan because of her many rural organizations of various kinds. The average county in that state has from seventy-five to one hundred separate organizations connected with agriculture. The "Farm Bureau Board" seeks to correlate their work. The Meeker County Farm Bureau will serve as an example. It meets quarterly at Litchfield, Minn., and in April, 1919, its executive body, or "Farm Bureau Board", consisted of twenty-one members. There was a president, four vice-presidents, a secretary-treasurer, and one Board member representing each of the following
fifteen groups:

1. County Commissioners.
2. Co-operative Creameries.
3. Co-operative Elevators.
4. Co-operative Shipping Associations.
5. Equity.
6. Farmers' Clubs.
7. Rural Schools.
8. Crop Improvement Interests.
9. Livestock Breeders.
10. County Fair.
11. Agricultural Departments of High Schools.
12. Commercial Interests.
15. War Relief and Reconstruction.

3. A County Agricultural Council is the third general type of organization which assists county agent work. This type is similar to the federation plan just discussed, for each rural organization in the county sends one representative as a member of the Council. In addition, the county commissioners send a representative and the unorganized farmers of the county have three or more representatives. An executive committee of five usually transacts the business of the Council.
4. Dissociated farmers’ clubs which are not federated and have no central organization, form a fourth type. In some cases either the county commissioners, county supervisors, or the county board of education acts as a board of management.

The term "farm bureau" should be used to designate only the first of the above types, but in general usage it is applied to all of them. Each type has been successful, but the dissociated plan and the federation plan are the least satisfactory for assisting county agent work. This is partly due to the rivalries and jealousies among the various organizations which prevent them from uniting enthusiastically upon a county program of work. Some of the clubs may not favor the county agent, while some of the remainder have too many other duties to attend to. As a rule, then, the federation plan fails to bring together into a solid organization all the supporters of county agent work which are in the county.

The type of organization which has done most in developing and carrying on the county agent work is the county-wide organization. It is the true farm bureau. But even its composition and methods of administration vary greatly throughout the United States. We can distinguish two principal types. First, the county-wide
organization with its members scattered generally throughout the county. An annual membership fee is paid, and a county meeting is held each year. At this meeting, officers and an executive committee or a board of directors are elected. The executive committee meets monthly and carries on the work for the county.

The second type of county-wide organization is that which is composed of delegates who are representatives of township organizations or community locals. An annual membership fee is paid which is divided between the local and the county organization. The locals meet monthly, discuss matters of community interest, instruct their delegates to the county organization, and hear his report of its actions and plans. This is the plan used in California where the rural community is emphasized as the unit of organization. These two types of the true farm bureau shade off into each other until we find almost every conceivable combination of the two.

The great objection to the type of farm bureau which is managed by a board of directors is that the driving point of the work is removed from the people on the farms and centered in the chief city. This enables the farm bureau executives to more easily plan and carry out a county program but it does not give the work the vital touch of the rural people themselves. Therefore, a combination
of the two types is meeting with considerable success. Such a combination plan has a representative membership from the whole county who annually elect officers and an executive committee, but each township or community is also organized and holds community meetings. At these meetings the problems of the community are discussed and the community also assists and advises in carrying on the county-wide plans. Iowa is developing this combined system in her farm bureaus.

A great many states have adopted a definite constitution and by-laws for their farm bureaus. California laid down such a constitution in the fall of 1914, and it was rather closely followed by all the thirty-seven counties of the state which had organized bureaus up to March, 1919. The suggested constitution for the farm bureaus of Iowa is found as Appendix "A" in this work, and the by-laws of the farm bureau of Johnson County, Iowa, as Appendix "B".

The farm bureau is usually an incorporated organization and as such is entitled to the privileges and must accept the responsibilities of incorporated organizations within the state. The Articles of Incorporation for farm bureaus in Iowa are given in Appendix "C" of this work, together with the other laws of that State concerning farm bureaus.

Because of the semi-public nature of farm bureaus
some states require their reports and financial statements to be always open to inspection. The United States Department of Agriculture requires an annual report of the work of each county agent and home demonstration agent, and in most cases this is practically equivalent to annual reports of the progress and work of the farm bureaus themselves.

Let us sum up the main features which are found in the organization of the typical or average farm bureau. These features are:

1. A representative membership made up of men, women, and young people and scattered generally throughout the county; each member paying an annual membership fee which is used in the county organization or in the locals, or in both.

2. A definite program of work based on a careful study of the agricultural and home problems of the county. This program is largely planned and carried out by the farm bureau members themselves with the assistance of the paid extension workers.

3. An executive committee composed of the four officers of the farm bureau and about seven other members who are elected at the annual meeting of the farm bureau. Each officer and each committee man is selected because he is especially interested in and especially qualified to promote some particular branch of the county work. Each should be also willing to devote the necessary time
to the work, and all should be so selected as to represent every section of the county. If there are strong local organizations such as the grange and farmers' union, representation of each of these is usually given on the executive committee. This committee, as its name indicates, is the executive body of the farm bureau. It signs memoranda with the state extension director, thereby securing a county agent, home demonstration agent, club leader, or other co-operative assistants, from the state and national agencies. It handles the finances of the bureau, makes up the budget, secures the funds, and authorizes expenditures. It determines the policies of the bureau, considers and approves the program of work which is recommended by the county project committee, and further develops the details of the projects.

4. A community committee in each distinct community in the county; composed of a chairman and one to five other members, all of whom live in the community and are especially interested in or especially qualified to promote some particular branch of the community work. The number of committeemen will depend somewhat upon the number of projects or activities undertaken by the community. Representation on this committee is again given the strong local clubs.
5. County project committees, each of which seeks to promote one particular line in the county. The county project committee, for example, of soils, is composed of all the persons on the various community committees who are promoting the work with soils. The chairman of this county project committee is the member of the county executive committee who is promoting soil work. Similar county project committees manage the work of each of the other county projects.

**Membership and Finances**

The farm bureau usually accepts as members all residents within the county and any non-resident who owns a farm in the county. At least 80 per cent of the members should be farmers or rural residents. Usually the farmers' wives and sometimes the children are admitted as members. The membership should consist of a representative proportion of the population, for the more persons actively engaged in solving the community problems the more certain it is that they will be correctly solved and the sooner the solution will be reached. Iowa requires a minimum of 200 members before a county farm bureau can receive public financial aid. The California Agricultural College has required that 20 per cent of the farmers of a county be
members of the farm bureau before a county agent would be supplied.

The annual membership fee varies from $1 to $10. Where there is a community local a part of this fee goes to the local organization and a part to the county organization. Where there is a state federation of farm bureaus a portion of the county share may go to the state federation. However, the state federations and the national federation have secured much of their assistance from voluntary contributions. The membership fee is used by the bureau in any manner which seems advisable. Much of the fund so secured is spend for such items as stationary, postage, office equipment, for publishing exchange bulleting, and for other general running expenses of the bureau.

Some farm bureaus renew memberships each year by means of a canvass for members made during the winter months. A better method is the securing of permanent memberships which are transferable to another farm bureau if the member should move out of the county, or can be terminated at any time by written notice. With this system the member signs an order upon his banker instructing him to pay annually the stipulated membership fee until such time as the member cancels the order by written notice.
served on the bank. This does away with the trouble of an annual recanvass and is more satisfactory to all concerned. The actual funds raised by means of the membership fee are not of as much importance as the increase in the interest of the member which results from his payment of the fee.

It has already been stated in chapter one of this work that the Smith-Lever Law provides an amount of money for cooperative extension work in agriculture and home economics which is divided among the states. Each state may distribute its share of this money as seems most advisable and usually the greater portion is turned over to the farm bureaus to assist in meeting the salaries of their paid agents. The major part of the share of federal funds for each state must be matched by an equal amount to be raised by the state. Many states have authorized the county governments to raise the sum necessary to match the county's share of the federal money. Thus, the Iowa laws require the county to double the amount subscribed by the farm bureau members. Rather similar provisions in most of the states place the farm bureau finances on a combined private and public basis. This insures a working fund that is adequate for effective work and need be limited only by the members themselves.
Plan of Work

It is a difficult task to explain the methods of work which are used in all the farm bureaus of the United States. Indeed, the farm bureau owes its success to the fact that each bureau is free to work out and to follow whatever methods seem most advantageous to local conditions. I shall endeavor to point out some of the principal features of the manner in which the farm bureau attains its purposes which we have already said are summed up in the statement that "it seeks to aid in the development of rural life".

We have noted two general types of farm bureaus: the one with a membership scattered throughout the county, and the other with a membership in community locals which send delegates to a county organization. We have further stated that the present tendency is for the farm bureaus to combine the plan of a central organization with some form of community organizations in order to insure that the work may grow from the ground up and not be an overhead organization imposed on the farmers. The present stage of development of the farm bureau stresses the importance of community organizations.

We may well ask what constitutes a community. A community is not a township as marked out for political purposes. It is not necessarily a school district, nor the territory surrounding a town, nor even the area about
a church. It may be, and often is, one of these, but the natural community is a group of people who have a common interest and a common meeting place. It is these two factors of interest and meeting place which bind a group of people together and make them a community.

Most communities are neither clearly defined nor firmly bound together, and the dividing of a county into active farm bureau communities is not an easy task. In Tennessee the State Division of Extension of the agricultural college issues community organization charters to those communities which comply with certain specified conditions.

The farm bureau work in each community is usually in charge of a community committee and the delegate from that section of the county who serves on the county executive committee. This community committee is the most vital and important part in the machinery of the whole system of co-operative extension work. If it is active in studying local problems and in searching for solutions of these problems, then the farm bureau and county agent work are sure to be of great value in that community. But if it is inactive and fails to even recognize its problems, then the whole county agent system will most likely be a complete failure in that particular community. An article sent out by the United States Department of Agriculture states that: "A community committee is a neighborhood department of agriculture. Of all the agencies
that go to make up what is doubtless the biggest agricultural organization in the world, the community committee is nearest the soil. It's like this: United States Department of Agriculture, State College (Extension service), farm bureau, community committee. Then comes the farm itself. There are no desks between the community committee and the thing to be done.

One of the first essentials, then, of an effective farm bureau is the securing of good community committees. This is not easy. The farmers are accustomed to individual work and often have but little idea of any sort of cooperation. The county agent and farm bureau work is too new to be thoroughly understood by any great number of the farmers. Even if they are willing to cooperate and even if they do understand the purpose of the work, yet very few of them have ever had much training which will help them to perform their duties as committeemen. Very often they are willing enough but become discouraged when things do not work out as they had expected.

These community committeemen are secured in various ways. Where there are strong locals, as in California, the officers of the local may serve as committeemen, or added committeemen may be chosen by the members of the local. This is perhaps the ideal way, inasmuch as it places the work directly in the hands of the farm people.
But most often this plan cannot be used because there is no such strong community local.

The president of the farm bureau sometimes appoints the community committeemen from those members of the bureau who live in the particular community under consideration. Or the president may appoint only the temporary community committee chairman. The other members of the committee are then chosen in consultation with this chairman.

It is advisable for the county agent and the executive committee to approve the community committeemen. These committeemen are more often appointed than elected because it is usually better to begin work in a new community with a small group of actively interested persons rather than attempt to interest a great many of the people on the start. What is desired in each locality is a community farm bureau consciousness and this must be developed within the group. If these few committeemen have been carefully selected and are given proper training their interest in the work will grow. After a few meetings in which the problems of the community are discussed, they too will see the need of getting more of their neighbors to help in solving these problems. The need of some organization to assist in this work will also become apparent, and this is the beginning of a group consciousness.
Where the community committee has not been a real factor in developing cooperative extension work its failure can usually be traced to one or more of the following causes:

1. Poor selection of committeemen. Persons have been put on the committee who have not had a vital interest in the work.

2. Lack of understanding of the nature and purpose of the work.

3. Insufficient training of the committeemen concerning what they are to do and how they are to do it.

4. Too much help, with a consequent lack of opportunity to assume responsibility.

Committeemen who already have a vital interest in the work cannot always be secured. However, if a person is given a real task in assisting with a constructive program his interest is quite certain to increase.

Farmers generally do not understand the nature and purpose of the farm bureau work. It is, therefore, the duty of both the county agent and the executive committee to explain it in detail to all committeemen. This must be done not once but many times over. It is further the work of the county agent and executive committee to train the committeemen on how to do their tasks. Perhaps a few simple instructions in methods of conducting meetings, or some suggestions as to how to give a committee report will be sufficient to change the community meeting from one of
dullness and boredom to one of spirited discussion.

Through careful coaching many a good committeeman can be developed from a man or woman who at first showed no special aptitude for farm bureau work. People learn by doing, and a committeeman must be given a task and then be permitted to assume the responsibilities of that task. It is often better that the work go undone for a while than to have the county agent or some member of the executive committee step in and do the job. Developing the committeeman is exceedingly important.

If the farm bureau work is to be a success, community unpaid leadership is an essential. The county agent can do only one man's work, and he alone can reach but a small per cent of the population of the average county. If his work is to be progressive, his influence must reach a greater number of the farmers. Therefore, his greatest task is to discover, train, and develop leadership for local communities. The agent has little of vital importance which he himself can give to the farmers, but the farmers can themselves secure, by means of the county agent, a great deal that will be of benefit to them.

The community committee should meet as often as it finds necessary in order to do the tasks which should be done. If there is nothing to be planned or discussed
the committee had best not meet. Where there are strong locals this committee usually meets once a month, talks over the progress of the work, and lays out new plans. In the California system of farm bureau the entire membership of the local meets once a month and takes part in this planning and discussion of the work.

In a community which is just being organized the temporary committee may meet in the home of one of the members. The county agent or a member of the executive committee will probably be present. The temporary committee chairman, who is one of the farmers of the community, should open the meeting by saying that it was called for the purpose of discussing the needs and problems of the neighborhood, and if he is inexperienced in conducting meetings he may ask the organizer to lead the discussion. The organizer should then ask the people to name and discuss the local problems which they are most interested in. They should next be induced to start doing things themselves. This will make it necessary for them to choose leaders of the various pieces of work and will also lead to some sort of an organization. One big job of the county agent is to get the people in each community to realize what conditions are wrong and then to inspire them to set about making those conditions right. He must cause them to organize themselves, but he should not attempt to thrust a plan of organization upon them.
The community committee discusses its local problems and decides which ones it wishes to try to solve. Perhaps the soil needs fertilizer, or a covering of lime, or a greater use of clover. Perhaps there is need for more knowledge as to the best methods of feeding and caring for hogs. Perhaps the women wish to learn why so many of their poultry flocks do not pay better returns; or how to make better use of their old clothing. If it is determined to solve these problems, a member of the committee would then be chosen to look after each of these four lines of work. Such a person is given the name of a community project leader, and the farm bureau gives each leader all the assistance it can. The four projects, or different sorts of work, which are to be tried by this community comprise what is known as the community program of work. This program should be submitted for approval to all the farm bureau members of the community at the annual winter meeting of these members. Here it is discussed the revised and projects added or subtracted until the plan of work really represents what the community wants done during the coming year.

The community, then, has the following duties:

1. Should make a list of the community problems.
2. Should decide which of these problems it wishes to attack.
3. Should appoint a project leader for each problem to be
attacked.

4. Should arrange a plan of work, subject to revision by the community members and the county project committee.

The plans of work submitted by the various communities are arranged into a county program of work. A county project leader is then chosen for each separate line of work which appears on the county program. It is his duty to cooperate with all the community project leaders who are promoting his project. These county project leaders are able to coordinate the work as it proceeds in the various communities. Often a number of communities will want a specialist—for example, one who understands pure bred hogs—to visit their neighborhood. Such specialists are busy and are difficult and expensive to secure. However, the county project leader discovers that he has nine communities that want such a man and learns that he can secure such a specialist for one week. The man is therefore secured and a schedule is arranged so that he can visit each of the nine communities.

The county project leader must arrange the details of the work for his project. He should plan these details with the help of the county agent, home demonstration agent, and club leader, in order that there may be no conflicts with other projects nor duplications of their work. He must arrange what should be done, who will do it, how it
will be done, when done, and where. In determining who will do the work, local persons and specialists should be considered. The whole program of demonstrations and follow-up work should be definitely planned before the work is begun. The project should be encouraged in those communities which most need that work and in which the chances of its success are best. The month and week for beginning the work, and for each successive step, should be outlined in advance. An estimate should also be made of the amount of time which the county agent and other paid leaders will be required to give to the work.

In the greater number of counties the farm bureau program of work has probably been developed largely by the county agent and the executive committee. Too often it has consisted of county-wide projects without regard for the wants of the people. To some extent this is inevitable because the farmers, in some cases, do not realize their needs. Also, where the work is new, the people will not express many desires. In some cases it has been best to start the work by the overhead method, but the wants of the farmers should be made the basis of work as soon as possible, and educational programs should be a feature of the work in order to show them what is really needed along new lines. Exhibits and display work at agricultural fairs afford good opportunities for such educational work. By this means the results which have
actually been accomplished can also be shown to a great number of people. The exhibits can be arranged by projects and any person can readily find that part of the work in which he is specially interested.

There is so much to improve on our farms that it is a common fault for counties to plan programs which are too big to be carried out. Too many projects are attempted and only mediocre or even poor results are attained in them all. It is far better to do effective work with a few projects than to scatter ineffective efforts over many projects. In 1918 the Extension Division of the Tennessee College of Agriculture printed instructions for more than one hundred projects. The project list for 1920 of the Iowa Agricultural College and its Extension Department numbers sixty-seven projects. In either Tennessee or Iowa there is probably no case in which a single county has attempted or would wish to attempt the entire list of projects; however, these long state lists are liable to influence the counties to try too many lines of work.

The annual meeting of the farm bureau should be held at a time and place which will enable as many members as possible to be present. November and December are the best months because the results of the past year's work are then obtainable and future plans are being considered. The meeting should be planned long in advance and systematically advertised and talked about until it is looked
forward to as a big event. Sometimes the meeting is in the form of a banquet or a basket dinner.

At this annual meeting two definite things may be accomplished: First, the enthusiasm and morale of all the members can be raised by an instructive and entertaining program. Second, the results of the work of the past year can be reviewed and the plans made for the coming year. The program may consist of music and other entertaining numbers, while the main speakers are one or two men of considerable prominence who speak on lines of special interest to the farmers. The officers and committees give such reports as are advisable and these are discussed. The project committee submits a program of work for the coming year and this is discussed and amended as desired and finally adopted. Officers and a new executive committee are elected.

Many farm bureaus have felt the need of publishing some paper through which they can periodically reach their members throughout the county. This has led most of them to publish a small bulletin often called an "Exchange" because it carries lists of livestock, seeds, machinery, or other items which are for sale by the farm bureau members, or which members wish to buy. The paper is usually issued monthly. It brings to the member, besides
the exchange list, news of the activities of the farm bureau and announcements of any demonstrations which are to take place. It may give a seasonal program of work and suggest things that should be done during the coming month.

In order to avoid competition with local newspapers this Exchange Bulletin should not give general news items nor solicit general advertising. Its purpose is not to replace the local papers but to supplement them. It serves the same purpose for the farm bureau as a house organ serves a manufacturing plant or a sales firm.

In the past the policy of the farm bureau has generally been to meet the immediate and evident needs of the people. Greater immediate production was stressed. This was especially true during the war. But since the armistice was signed a number of farm bureaus are laying out programs which cover several years instead of a season or two. They are seeking to develop a permanent system of agriculture and an enduring country life. They are feeling the need of inventories of the resources of the county and of more detailed annual records of production. Besides the work with crops, soils, and livestock, there is need for more scientific business methods on farms, for a study of the labor situation, and for an improvement
of home and community life. The farm bureau of the next few years promises to be an agent of progress for the entire rural family—men, women, and children—and we shall very probably see an increasing number of counties securing a home demonstration agent and a boys' and girls' club leader.

Socializing Influence

The county farm bureau has an unparalleled opportunity to promote the social life of the rural communities. Its unusual social opportunity is due to the economic basis of the organization. Nearly every rural community should have some sort of a social gathering at least once a week. More wholesome recreation is needed in rural life. When a community is organized for farm bureau work, why cannot the same organization be utilized for social and recreational purposes?

The farm bureaus of California have made the greatest progress in such social meetings. Several of the farm bureau locals of that state have built community halls which are used for their regular meetings and which also serve as social centers for the community. The farm bureau thus furnishes a combined social and recreational center, besides doing service as a public forum where progressive ideas are discussed.
County picnics have been very successful in many farm bureaus. A brief educational program is a feature of the day and games are arranged, but the social and fraternal time is of the greatest importance. A spirit of good fellowship is developed among the farmers of the county and all are brought to better understand each other. Iowa has had some very good county picnics.

A community survey is usually not feasible except in those communities which have the farm bureau work well established, yet, wherever a survey can be made by the local people it is of very great value. It should include an analysis of the soil, of the crops, of the livestock, and of the social conditions of the community. The survey is a sure way to discover the actual conditions in a locality and get the facts concerning them before the people. If several community surveys can be made in the same county, a comparison of the facts shown will nearly always make a direct appeal for action in those communities which are behind in any respects.

In a community of Cumberland County, New Jersey, which is made up almost entirely of colored farmers, the county agent assisted in forming the Gouldstown Community Club. Meetings were held in the school house and methods
of improving the community were discussed. The colored preacher became interested and asked to be allowed to join, and at his Sunday services announced the club meetings. At one meeting where the question of sanitation was discussed so much interest was aroused that a general community clean-up followed the meeting.

In a great number of ways we find that the farm bureau tends toward the social uplift of the rural communities. The economic side of the work receives most of the stress, but the social side is of equal or greater importance. In order to improve the economic conditions of any community the social life must also be developed. Many of the farm bureaus have recognized this fact and are making definite attempts to improve social conditions.

Many persons have a belief and a faith in the future of the farm bureau similar to that expressed by Mr. B.H. Crocheron of California when he said, "I look forward to the time when the farm bureau center shall become a community center in the real sense. I see there a rural school with an auditorium to seat the people of the country-side; that in that school, guided, aided, and advised by the farm bureau, there will be boys and girls who take a real interest in their work because they, too, are a part of that farm bureau center;...and there shall be a
community kitchen and dining-room where the people can get together for picnics and suppers. In the simple auditorium will be held the farm bureau center meetings and other committee meetings from night to night and from week to week. Back of that farm bureau center, focused in the county seat, there will be a farm advisor, a home demonstration agent, and a county club leader acting as the agents for those agricultural institutions which are gathering the facts for the progress of county life and from that country life will come the wisest, most public spirited and ablest farmers as directors of the county farm bureau who will sit together and plan out with the aid and direction of the other farmers of the county the plans and projects which will make for the betterment of folk who live on farms."

The purpose of the farm bureau and of the farm bureau federation is to make better farms and better homes in the open country.
The Iowa Farm Bureau Federation

On June 1, 1918, the one hundredth farm bureau in Iowa was supplied with a county agent. Each of the ninety-nine counties of Iowa has a farm bureau and the large county of Pottawattamie has two. On Dec. 31, 1918, these farm bureaus had a total of 39,600 members and on Dec. 31, 1919, they had 104,000 members.

The Iowa Farm Bureau Federation was formed on Dec. 27, 1918, at Marshalltown by delegates from 72 of the county farm bureaus. The federation is a league of the 100 farm bureaus of the state. Each bureau has one official representative on the board of directors who has a vote. In no case may the county agent be selected as such representative. The board of directors annually elect a president, three vice-presidents, a treasurer, and an executive committee. The secretary is chosen by the executive committee, which consists of one member of the board of directors from each of the eleven congressional districts of the state, with the State County Agent Leader and Director of Agricultural Extension as members ex-officio who serve as advisory members without a vote. All of the officers and directors must be actually engaged in farming and must serve without pay, but are reimbursed for the expense incurred by the duties of their offices. The headquarters of the federation is at Ames.
One dollar of each membership fee received by the county farm bureaus may be used by the federation. There are no public funds which it is entitled to use, and donations and gifts are its only other means of support. In the farm bureau membership drive of the latter part of 1919 about $300,000 was donated by the members to the special working fund of the federation.

The purpose of the Iowa Farm Bureau Federation is not to displace or oppose any existing organizations, but to strengthen and correlate the work of the county farm bureaus of the state, and in every way to improve agricultural conditions. Its constitution states: "The object of this federation shall be to efficiently organize, advance, and improve, in every way possible, the agricultural interests of the great commonwealth of Iowa, economically, educationally, and socially, through the united efforts of the County Farm Bureaus of the State."

The federation had four committees of three members each at work during 1919, namely, marketing and transportation, educational, organization, and legislative. The committee on marketing and transportation reported that the federation had given assistance in the formation of the Iowa Fleece and Wool Growers Association, the National Federation of Co-operative Livestock Shipping Association, and various
farmers' co-operative organizations. The committee also met with the Corn Belt Meat Producers' Association in an endeavor to stabilize livestock production.

The educational committee co-operated with the State Director of the Smith-Hughes educational work; encouraged the state program of farm bureau work; established the publication of the Iowa Farm Bureau Messenger; outlined a state-wide educational campaign to form township farm bureaus and community centers; and assisted the organization which carried on this campaign. It also urged that the State College provide winter short courses for farm boys; that the Agricultural Extension Department provide at all possible places week-schools in farm business methods and marketing; and that subsidies should be granted to those consolidated schools and high schools which would meet certain requirements in teaching agriculture and home economics.

The organization committee planned a state-wide membership campaign during the last three and one-half months of 1919, securing 65,000 new members for the county farm bureaus. It joined with other state federations in forming the American Farm Bureau Federation.

The legislative committee was instrumental in securing several state measures. Among these was an amendment
to the Iowa County agent law, and new laws dealing with vocational education and tuberculosis among livestock. The county agent work was thus put on a more permanent financial basis, and $56,000 of state funds were secured annually to match the federal Smith-Hughes funds which give assistance in vocational training. The committee did not confine its legislative work to the state. The State Federation sent its president, Mr. J.R. Howard, to Washington several times during 1919 in order that he might present to Congress the views of the Iowa farmers concerning the daylight saving law, the proposed legislation regarding packers, railroad problems, and the merchant marine. A petition with 189,000 signatures was presented to Congress requesting the repeal of the daylight saving law. The Secretary of Agriculture called the secretary of the federation to Washington that he might assist in considering plans for carrying on a special study of the cost of producing farm products. Upon invitation of chairman E.N. Hurley of the United States Shipping Board, Mr. Howard attended a conference in Washington, May 22nd to 24th. The meeting was called to consider the disposition of the merchant ships then owned by the government. About one hundred fifty men representing all lines of American interests were present and Mr. Howard, as the representative of the Iowa farmers, opposed government ownership and operation of a merchant marine and published
the reasons for his position.

The annual meeting of the Iowa Farm Bureau Federation was held in Des Moines, Jan. 8-9, 1920. Accredited delegates from ninety-nine farm bureaus were present and unofficial representatives and visitors numbered 1,200. Reports were given of the work done; plans were outlined for future work; officers and members of the executive committee were chosen; and the constitution was amended. J.R. Howard was re-elected president. The constitution as amended appears as Appendix "D" of this thesis. The counties of the state were grouped in six districts and one delegate from each such district was chosen to act as director in the American Farm Bureau Federation in which Iowa, because of her 104,000 farm bureau members, is entitled to six directors.

The financial statement, submitted at this meeting covering the year 1919, showed that the Iowa Farm Bureau Federation had received a total of $221,467.70; of which $11,892 came from county assessments; $206,893 from donations; and $2,682 from other sources. The total disbursements were $120,584 leaving a cash balance on Jan. 1, 1920 of $100,725. The principal expenditures for the year were $104,600 for organizers; $5,700 for general office work; $3,400 for printing; and $2,500 for committee meetings.
At an executive committee meeting on Feb. 10, 1920, a budget and tentative program of work for the coming year was considered. One item of the budget was $20,000 for the establishment of a bureau to carry on systematic investigations in the cost of production of farm products and livestock, and the collection of statistics on transportation and marketing. Thirty farms in Marshall county have since been chosen on which the federation will conduct its first campaign to determine the cost of production.

The results of the Iowa Farm Bureau Federation in the year of its existence show that it is of great value to Iowa farmers, who now have a more definite means of expressing their views on subjects which particularly affect them. The federation does not enter politics with any party affiliations or party views, but it endeavors to influence legislation only for the purpose of giving the viewpoint of the Iowa farmers on questions which especially interest them as a group.

The American Farm Bureau Federation

Iowa farmers as a body, or the farmers of any other state, are enabled to reach national legislative bodies through the American Farm Bureau Federation. This national league of state farm bureau federations was organized in
Chicago on Nov. 12-13, 1919. Thirty-three states sent delegates, a constitution was adopted and officers selected. A meeting at Ithaca, New York, in Feb., 1919, with less than a dozen state federations represented, was the beginning of the national movement. A committee of five was then appointed to draw up a tentative constitution and arrange for a later meeting. The Chicago meeting was the result of the work of this committee. At this Chicago meeting Mr. J.R. Howard of Clemons, Iowa, was elected president, S.L. Strivings of New York, vice president, and J.W. Coverdale, temporary secretary until the next meeting which was set for March 3rd, 1920. Temporary headquarters were established at Ames but moved to Chicago after the meeting held in that city in March.

The constitution of the American Farm Bureau Federation is given complete in Appendix 35 of this work. The objects of the national federation as therein stated "shall be to correlate and strengthen the state farm bureaus and similar state organizations of the several states in the national federation, to promote, protect, and represent the business, economic, social and educational interests of the farmers of the Nation, and to develop agriculture". Membership in the federation consists of state farm bureau federations or state agricultural
associations formed on the farm bureau plan or a similar plan. The dues for a state are fifty cents for each individual farm bureau member of the state; or, in case the state does not have the membership form of farm bureau, the dues shall be determined by the executive committee.

The governing body is a Board of Directors which meets annually in November or December. Each state which is a qualified member is entitled to one director and an additional director for every 20,000 paid up members of her county organizations. These directors must be actual farmers and as soon as a director or officer of the federation becomes "a candidate for an elective or appointive state or national office" he must immediately resign from any official position with the American Farm Bureau Federation. Each member of the federation is also entitled to one delegate and an additional delegate for every 10,000 farmers of the state. These comprise a House of Delegates which sits with the directors and shares all the privileges of the directors except the right to vote.

The directors annually elect from among their own number an executive committee of twelve members. This committee has charge of the administrative affairs of the
organization. The president and vice-president of the organization are members ex officio of this committee. The Secretary of the United States Department of Agriculture and the Director of the States Relation Service have the privilege of attending all meetings of the executive committee and may take part in all discussions but have no vote.

The meeting of the American Farm Bureau Federation of March 3, 1920, was held in the Hotel La Salle, Chicago, Ill. Twenty-eight states were admitted to membership in the federation; twenty-three of these having a total of 498,852 farm bureau members, and five states having no membership plan. A motion was carried to amend the constitution by having the dues fifty cents for each farm bureau member, with the executive committee fixing the dues for states having no membership. The president's salary was fixed at $15,000 a year. The federation denied that the so-called "Farmers National Council" had any authority to represent the farmers, and denounced its effort to ally the farmers with the radicals of the industrial world.

Bureaus were created to study the transportation problem, the distribution of farm products, and the simplification of the income tax. A legislative bureau and a bureau of world statistics on supply and demand were also
formed. The farmers' problem was stated as economic rather than political, and it was recognized that business must be studied from the farmers' standpoint. Five women delegates presented the women's problems, and the decline of rural churches and the deterioration of the county schools were discussed. One educational feature of the future work of the organization is "to get the city man's viewpoint and give the city man our viewpoint".

Immediately upon the closing of the meeting the executive committee went to Washington to confer with the officials of the Department of Agriculture. The committee chose J.W. Coverdale of Iowa as permanent secretary and established national headquarters at Chicago and legislative headquarters at Washington.

Dangers and Problems

The farm bureau movement has become a tremendous movement. It is on its way, but no one is at all sure just where it is going. It has enjoyed a most phenomenal growth and it is now of sufficient importance so that many politicians are wanting to use the farm bureaus and the federations, The national federations have consistently affirmed that they are strictly non-partisan and non-political. Newspapers and magazines, political parties, and various organizations have repeatedly tried to line them up on political issues and party platforms, or incorporate them into political groups. Whether or not
the farm bureaus can carry out their own program and remain out of partisan politics remains to be seen. Many another promising organization has begun its decline through partisan politics. If the farm bureaus can be kept democratic and representative of the actual farmers, they should escape political death.

A second great danger ahead of the farm bureaus is that of internal dissenion. The movement is based on the principle of cooperation among farmers. Some persons will want one thing and some another and all cannot be satisfied. Mistakes must be endured. The farmers must show a willingness to give and take, and must not become impatient and disgusted until the farm bureaus and the federations have been given a thorough trial. The farm bureaus will become whatever the rural people make them. They will never be a cure-all for every problem that confronts the farmer, and persons who represent them as such are doing the county agent and farm bureau movement great harm.
Chapter IV

THE COUNTY AGENT AND FARM BUREAU IN IOWA

Legislation

The state of Iowa began very early to provide agricultural education for its citizens. An act establishing "A State Agricultural College and Model Farm" passed the legislature in 1858. The following year, in order to comply with this act, there was purchased a farm of 640 acres near Ames. On September 11, 1862, the General Assembly accepted the land granted by Congress in the Morrill Act of 1862 for the partial support of an agricultural college. Accepting this land and the terms of the Morrill Act meant that the state agreed to erect a college building within five years and would keep the college in repair. The college and model farm previously established was therefore given the new name of a "College of Agriculture and Mechanics Arts" as required by the Morrill Act. In 1862 the Iowa legislature voted $20,000 for a college building which was soon begun, and by means of added appropriations, was finished in 1868, and the college formally opened on March 17, 1869. The college has grown until 1919 its property was valued at more than four and one-half millions of dollars.

The Hatch Act of 1887 provided an annual fund of $15,000 for an experiment station in connection with each
Agricultural college established by the Morrill Act of 1862. Such a station was begun at Iowa State College in 1889. In the year 1917-18 it received $30,000 from the national government and $151,205.78 from the state. During the two years ending June 30, 1918, it published sixty-six bulletins giving some of the results of its experiments. These results, and the results from other experiment stations, form the basis for the scientific instruction given in the college and in the extension work of the county agents.

Agricultural extension work in Iowa was put upon a permanent foundation by act of the Thirty-first General Assembly in 1906, with the establishment of the Agricultural Extension Department at Iowa State College. The extension department, in cooperation with the United States Department of Agriculture and with the assistance of men who are specialists in some one line, has steadily increased the effectiveness of its work. During the first six years of its existence, from July 1, 1906 to June 30, 1912, the extension department rendered a total of 9,000 days of service. This means that its representative spent an average of ninety days in each county giving demonstrations and holding meetings.

At the present time the extension department has its
offices in Morrill Hall at Ames, and has supervision over all the extension work in agriculture and home economics in Iowa. The extension director has charge of the division and has subdivided his work into departments. The work of the county agent proper, the work of the home demonstration agent, and the club work, each comprise one of these departments. On Jan. 1, 1920, Mr. Murl McDonald was State County Agent Leader and supervised the county agents; Miss Neale S. Knowles was in charge of the home demonstration agents; and Mr. E.P. Reed supervised the club work. Some fifty-two specialists are available from the division, the experiment station and the college faculty. These specialists give lectures and conduct demonstrations at meetings of farmers throughout the State.

A state department of agriculture was authorized by the Twenty-eighth General Assembly. This department of agriculture was to "embrace the district and county agricultural societies organized or to be organized under existing statutes and entitled to receive aid from the state". $24,000 annually was allowed for the support of the department.

The first Iowa law really applying to county agent work was passed by the Thirty-fifth General Assembly in
1913. It made provision for the formation of a "body-corporate" in each county: "For the purpose of improving and advancing the science and art of agriculture, animal husbandry and horticulture". This "body corporate" could secure an annual fund through a county tax by submitting the question of such a tax to the voters of the county, to be voted upon on a separate ballot. The maximum that could be secured in this manner was $5,000. After five such annual levies, upon petition of one hundred resident landowners of the county, the question of discontinuing the levy should be submitted at the general election. The General Assembly of 1915 included "domestic science" as one of the sciences and arts which the "body corporate" should seek to improve.

The Thirty-sixth General Assembly also gave its assent to the Smith-Lever Act of Congress passed in 1914, and thereby joined with the United States Department of Agriculture in co-operative agricultural extension work. The law states: "That the assent of the legislature of the state of Iowa be and is hereby given to the provisions and requirements of said act, and that the Iowa state board of education be and is hereby authorized and empowered to receive the grants of money appropriated under said act, and to organize and conduct agricultural and home economics extension work which shall be carried on in connection
with the Iowa state college of agriculture and mechanic arts in accordance with the terms and conditions expressed in the act of Congress aforesaid.

In 1917 the General Assembly voted that the county funds for the support of the local agricultural association, farm bureau, or farm improvement association, as it was variously called, could be provided by the county supervisors if the association had 200 members and a yearly subscription of $500. These funds were to be paid from the general fund of the county and could not exceed $2,500 per year.

In 1919 the General Assembly increased the minimum yearly subscription of the association to $1,000 and compelled the county supervisors to double the amount of the subscription. The maximum county fund, however, was to be $3,000 in counties of less than 25,000 population and was not to exceed $5,000 in counties with a population of 25,000 or more. This amendment became effective March 5, 1919, upon publication in the Des Moines Capital and the Des Moines Register. It means that at the present time any county farm bureau that has two hundred members and a yearly subscription of at least $1,000 is then entitled to receive county funds without waiting until the consent of the voters of the county is secured.
The laws of Iowa which apply to county agent work are given in Appendix *G*.  

**History and Development**

The Agricultural Experiment Station of the Iowa State College receives each year $30,000 of federal funds, and state appropriations amounting to more than $100,000. With these funds it carries on a great variety of experiments and investigations in an attempt to solve the technical and scientific problems which confront the Iowa farmers. There are tests with soils and fertilizers; attempts to acclimatize grains and improve seeds; experiments with livestock and methods of feeding them; experiments with poultry, with dairying, with the growing of fruits; and also, studies in farm management and rural sociology. The results are written up in the form of bulletins and distributed to the farmers of Iowa.

During the year ending June 30, 1918, the Bulletin Section of the Experiment Station issued a total of 39 publications of all kinds, which comprised an aggregate of 814,000 copies with a total of 9,940,000 pages. This was more than double the number of pages issued the preceding year, and was the result of the efforts at increased agricultural production because of the war. There were 30,000 Iowa names on the mailing list of the Station. Since the establishment of the county agent and
farm bureau systems a great number of publications are distributed by the county agent and farm bureau organization directly to the farmers. In the annual report for 1918 the statement is made that, "The direct distribution of Experiment Station publications by the county agent to the farmers is likely to prove the most effective distribution and is likely to insure the best use of such publications."

The work of the extension department of the Iowa State College is now so closely interwoven with the county agent and farm bureau work that the two can scarcely be separated. The director of extension supervises all co-operative extension work within the state.

In 1912 some of the farmers in Clinton county were having trouble getting red clover and alfalfa started, and hog cholera was raging. Therefore, several of these farmers formed a farm improvement association with headquarters at Clinton. M.L. Moser was secured as paid leader, and on Sept. 1, 1912, he began his work as Iowa's first county agent. During the next five years the number of county agents and farm bureaus in Iowa increased slowly and in no case where a county farm bureau has once been started has the work been allowed to drop. When the United States entered the war special efforts were made to perfect a farm bureau organization and secure a county
agent in every county, with the result that on June 1, 1918, there were one hundred farm bureaus and county agents in the State. Every county had by that time organized a farm bureau and secured a county agent, and Potawattamie county had one bureau in the east part and another in the west part of the county.

On Dec. 31, 1918, there were 39,694 farm bureau members in Iowa. During the last four months of 1919 a state-wide campaign for members was carried out with the result that on Dec. 31, 1919 the members numbered 104,192, which was an increase of more than 150 per cent during the year. Fifty-one counties then had more than 1,000 members each; 29 counties had 1,200 each; 15 counties had 1,400 each; and one county had more than 2,000. Clean-up campaigns have since been conducted in several of the counties, which have resulted in some additional members. Dickinson county claims that 98 per cent of the farmers of that county are farm bureau members.
**TABLE OF FARM BUREAUS AND FARM BUREAU MEMBERS.**

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<tr>
<th>County</th>
<th>Date Co. Agent</th>
<th>Members Dec. 31, 1918</th>
<th>Members Dec. 31, 1919</th>
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<td>Taylor</td>
<td>Feb. 18</td>
<td>1918</td>
<td>314</td>
</tr>
<tr>
<td>Carroll</td>
<td>Feb. 20</td>
<td>1918</td>
<td>605</td>
</tr>
<tr>
<td>Chickasaw</td>
<td>Feb. 20</td>
<td>1918</td>
<td>264</td>
</tr>
<tr>
<td>Howard</td>
<td>Feb. 25</td>
<td>1918</td>
<td>238</td>
</tr>
<tr>
<td>Shelby</td>
<td>Feb. 25</td>
<td>1918</td>
<td>670</td>
</tr>
<tr>
<td>Sac</td>
<td>Feb. 25</td>
<td>1918</td>
<td>469</td>
</tr>
<tr>
<td>Tama</td>
<td>Feb. 25</td>
<td>1918</td>
<td>342</td>
</tr>
<tr>
<td>Winnebago</td>
<td>Feb. 25</td>
<td>1918</td>
<td>416</td>
</tr>
<tr>
<td>Osceola</td>
<td>Feb. 26</td>
<td>1918</td>
<td>280</td>
</tr>
<tr>
<td>Clayton</td>
<td>Feb. 27</td>
<td>1918</td>
<td>292</td>
</tr>
<tr>
<td>County</td>
<td>Date Co. Agent</td>
<td>Members Dec. 31, 1918</td>
<td>Members Dec. 31, 1919</td>
</tr>
<tr>
<td>------------</td>
<td>----------------</td>
<td>-----------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Buchannan</td>
<td>Mar. 1, 1918</td>
<td>1,192</td>
<td></td>
</tr>
<tr>
<td>Cherokee</td>
<td>Mar. 1, 1918</td>
<td>1,675</td>
<td></td>
</tr>
<tr>
<td>Clay</td>
<td>Mar. 1, 1918</td>
<td>677</td>
<td></td>
</tr>
<tr>
<td>Lucas</td>
<td>Mar. 1, 1918</td>
<td>732</td>
<td></td>
</tr>
<tr>
<td>Mills</td>
<td>Mar. 1, 1918</td>
<td>1,072</td>
<td></td>
</tr>
<tr>
<td>O'Brien</td>
<td>Mar. 1, 1918</td>
<td>1,358</td>
<td></td>
</tr>
<tr>
<td>Pocahontas</td>
<td>Mar. 1, 1918</td>
<td>956</td>
<td></td>
</tr>
<tr>
<td>Poweshiek</td>
<td>Mar. 1, 1918</td>
<td>750</td>
<td></td>
</tr>
<tr>
<td>Ringgold</td>
<td>Mar. 1, 1918</td>
<td>935</td>
<td></td>
</tr>
<tr>
<td>Winneshiek</td>
<td>Mar. 1, 1918</td>
<td>1,202</td>
<td></td>
</tr>
<tr>
<td>Worth</td>
<td>Mar. 1, 1918</td>
<td>808</td>
<td></td>
</tr>
<tr>
<td>Allamakee</td>
<td>Mar. 11, 1918</td>
<td>569</td>
<td></td>
</tr>
<tr>
<td>Fremont</td>
<td>Mar. 12, 1918</td>
<td>860</td>
<td></td>
</tr>
<tr>
<td>Adams</td>
<td>Mar. 15, 1918</td>
<td>850</td>
<td></td>
</tr>
<tr>
<td>Iowa</td>
<td>Apr. 1, 1918</td>
<td>1,242</td>
<td></td>
</tr>
<tr>
<td>Plymouth</td>
<td>Apr. 1, 1918</td>
<td>1,740</td>
<td></td>
</tr>
<tr>
<td>Dubuque</td>
<td>Apr. 5, 1918</td>
<td>664</td>
<td></td>
</tr>
<tr>
<td>Van Buren</td>
<td>Apr. 22, 1918</td>
<td>592</td>
<td></td>
</tr>
<tr>
<td>Guthrie</td>
<td>May 16, 1918</td>
<td>850</td>
<td></td>
</tr>
<tr>
<td>Page</td>
<td>June 1, 1918</td>
<td>1,329</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>Co.Agents: 100</td>
<td>39,694</td>
<td>104,192</td>
</tr>
</tbody>
</table>
The above table gives the order in which the various county farm bureaus were organized, the date the county agent was appointed, the number of farm bureau members on Dec. 31, 1918, and the number on Dec. 31, 1919. From this table we find that during 1912 four county agents began work in Iowa; three were added during 1913; three more in 1914; none in 1915; ten additional in 1916; eighteen in 1917; and sixty-two in 1918; making a total of one hundred on June 1, 1918. The membership in the farm bureaus on June 1, 1918 totaled 38,027 of which 4,840 were women.

The first home demonstration agent in Iowa was employed by Black Hawk County in the autumn of 1916. There were then only about twenty such agents in the northern states, although a good many were at work in the South. Previous to this time work in home economics had been carried on by extension specialists, but it was soon found that with a woman residing in the county the results were far better.

With the European War and with its need for greater conservation of food and for the use of substitutes, the value of the home demonstration agents became more apparent. The funds provided by the Food Production Act enabled a rapid increase in number of the home demonstration agents until practically every county had an agent or an emergency
agent. On July 1, 1918, 41 farm bureaus had a permanent agent, 55 others had a temporary agent, for the summer, and three agents were working in cities in close cooperation with farm bureaus; making a total of 99 home demonstration agents in the state. 4,840 women members of farm bureaus paid an average of two dollars each toward the local support of these agents. These were women other than the wives of farm bureau members, for the annual farm bureau membership fee admits both the farmer and his wife to membership. The work of these 99 home demonstration agents was so pleasing that after the emergency appropriations were used and the war ended, 22 counties retained their home demonstrators on a permanent basis. On Jan. 1, 1920, there were 25 home demonstration agents in Iowa, and since then other counties have organized for agents and sent in requests for them.

The home demonstration agent is employed by a woman's committee of the county farm bureau and she works under its direction. She cooperates with the home economics division of the agricultural extension department of the State College and is further supervised by a state home demonstration agent leader. Specialists in home economics from both the state department and the United States Department of Agriculture are available to give assistance along special lines of home economics work.
The club work in Iowa, like most other forms of agricultural extension work, was begun before the county agent and farm bureau movement was established. However, the club work is usually given over to the county agent and home demonstration agent to manage. It is their job to either organize and manage the clubs themselves or secure some local persons who are qualified and willing to do the work (usually without pay). In some counties a special paid leader has been employed to handle the club work. The farm bureaus of Marion, Black Hawk, and Wapello counties were the first to take this step; they hired club leaders in the spring of 1918. A number of counties have cooperated with the local schools and secured one of the teachers to give part time to club work. In a few cases assistant county agents have been employed with club work as their major duty. On Jan. 1, 1920, there were two county club leaders and two assistant county agents in Iowa.

The club work in Iowa has shown a favorable growth during the past two years, but as yet it is comparatively undeveloped. The county agents already have more than they can well do and the club work will probably not be developed to the extent possible until more of our counties secure an additional paid leader to take charge of this work. The following table shows the growth of the work in Iowa during the past four years:
Enrollment in Boys' and Girls' Club Work by Years

<table>
<thead>
<tr>
<th>Club Type</th>
<th>1914-15</th>
<th>1915-16</th>
<th>1916-17</th>
<th>1917-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corn Club</td>
<td>3,345</td>
<td>2,475</td>
<td>2,451</td>
<td>889</td>
</tr>
<tr>
<td>Garden Club</td>
<td>1,964</td>
<td>2,775</td>
<td>11,409</td>
<td>18,239</td>
</tr>
<tr>
<td>Baby Beef Club</td>
<td>......</td>
<td>1,538</td>
<td>526</td>
<td>1,400</td>
</tr>
<tr>
<td>Pig Club</td>
<td>887</td>
<td>770</td>
<td>1,770</td>
<td>1,708</td>
</tr>
<tr>
<td>Canning Club</td>
<td>449</td>
<td>560</td>
<td>1,354</td>
<td>1,681</td>
</tr>
<tr>
<td>Poultry Club</td>
<td>530</td>
<td>......</td>
<td>694</td>
<td>741</td>
</tr>
<tr>
<td>Tomato Club</td>
<td>350</td>
<td>423</td>
<td>191</td>
<td>......</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>12,162</td>
<td>11,744</td>
<td>20,621</td>
<td>26,177</td>
</tr>
</tbody>
</table>

In the above table all the clubs are not listed, but the last item, includes the enrollment in all the clubs in the state, some of which do not appear in the table.

During 1919, in 76 counties, a total of 182 clubs were organized in which 3,232 boys and girls were enrolled. The most important clubs were baby beef clubs, pig-feeding clubs, and corn clubs.

**Present Extent**

On Jan. 1, 1920, there were 143 men and 26 women employed in agricultural extension work in Iowa. Of this force the 100 farm bureaus of the state employed 100 county agents, 2 club leaders, 2 assistant county agents, and 25 home demonstration agents. On July 1, 1918, there were 100 county agents, 41 county home demonstration agents,
Page number 94

was omitted in the original.
55 temporary home demonstration agents, and 3 county club leaders, making a total of 199. At that time all of these workers received part of their salaries from federal funds, part received all of their salaries from federal funds, and part received a portion of their salaries from state funds. When the extra funds provided by the Food Production Act were cut off on June 30, 1919 this staff was necessarily reduced.

The funds for the farm bureau, including that of the county agent, home demonstration agent, and the club leader, come from four chief sources, namely, farm bureau membership fees, county public funds, state appropriations, and federal Smith-Lever funds. During the last year there were also large private contributions, particularly to the Iowa Farm Bureau Federation.

In July, 1918, the farm bureau membership fee in 83 counties was $5.00 per year; in 9 counties $2.50 per year; in 3 counties $2.00 per year; and in the five other counties it was $1.00, $3.00, $3.50, $4.00, and $10.00 respectively. In 1918 the membership fees for all the farm bureaus totaled $125,766.90.

The county public fund is double the amount of the subscriptions made by the farm bureau members in each county, with a maximum of $3,000 or $5,000 as explained previously in this chapter. In 1918, when county support
was optional with the county Board of Supervisors, the petitions of 60 farm bureaus were granted giving to the 106 farm bureaus a total of $66,654.89 of county funds.

The state appropriations for agricultural extension work are paid to the department of agricultural extension of the State College. Since 1916 these have amounted to $90,000 each year.

Iowa's share of the Smith-Lever funds was $60,083.14 for the fiscal year 1917-18; $75,734.12 for the year 1918-19; and for the year ending June 30, 1920 it will be $91,385.10. The amount will increase for each of the succeeding three years and will be determined by the census figures for 1920 as has been explained in Chapter 1. The Smith-Lever funds are divided equally among the 108 counties of Iowa regardless of size or rural population.

In 1918 the farm bureaus of Iowa spend $211,206.79 in addition to the federal funds which they received. The chief items for which the money was expended were: $34,892.68 for partial payment of salaries for 59 county agents, (41 county agents received their entire salaries from federal funds); $43,560.19 for stenographers' salaries; $36,185.95 for auto expense, (the most common rate being seven cents per mile,); $7,087.83 for rent for the offices of fifty farm bureaus, (office rent for
the other fifty farm bureaus was donated; $7,787.94 for telephone and telegraph services; $4,483.71 for printing; $4,538.30 for postage; $12,337.95 for office supplies; $21,319.25 for office equipment; $1,599.18 for services of specialists; and $18,132.11 for miscellaneous expenses.

In Iowa the contract between the county agent and the farm bureau usually contains the following five major requirements concerning the county agent: 1. That all his time be given to the work of the farm bureau. 2. That he establish definite office hours one day each week in order to be of service to those who wish to call. 3. That he keep an itemized account of office expenses and submit it to the Board of Directors for payment. 4. That he submit a program of work to the executive committee. 5. That he provide an automobile with which to reach various parts of the county.

In return, the farm bureau usually agrees: 1. To pay the agent a specified salary. 2. To pay a specified mileage rate for auto trips made in the interest of the farm bureau. 3. To provide and equip a suitable office. 4. To furnish office help and office supplies. 5. To allow the agent time to attend the state fair and various county agent conferences and to pay his expenses for these trips. The agent is also allowed a two weeks vacation each year as permitted by federal regulations. The average
salary for county agents in Iowa in 1918 was about $2,150 and in 1919 about $2,400.

The state conference for county agents, home demonstration agents, club leaders, and agricultural specialists was held at the headquarters of the department of extension at Ames, Nov. 17-20, 1919. The delegates were grouped into committees each of which considered some special line of work and submitted a report and recommendations for that line of work. These several sets of recommendations were summarized for the whole conference, and from the combined recommendations a committee drafted a program of work for the year 1920. This program was then written up in the form of a project list for 1920, which gives the name of each line of work to be taken up by the extension department during the year. There are 67 projects named in the list for 1920. The object, time, plan, and expense of each project is given. From this list the executive committees of the farm bureaus choose those projects which they believe will be of the greatest benefit to their particular counties. The project list enables the same kinds of work to be handled in the same general manner in all the counties of the state.

Some states hold district conferences for the field agents engaged in extension work, at which the workers from
each section of the state meet. Illinois has used this system because in that state the problems differ considerably for different sections of the state, and Iowa tried a number of similar conferences during the early part of 1920.

It seems very probable that both the club work and the home economics work will continue to grow in the state of Iowa. The farmers are beginning to realize that the problems of the farm home and household are a definite part of the so-called farm problem. The boys' and girls' clubs are being considered in the light of a junior farm bureau out of which will come the farm bureau members of the morrow. There are 15 club projects in the list for 1920, and 11 projects in home economics work.

Results and Accomplishments

Some of the results of the county agent and farm bureau work in Iowa can be estimated in figures, but a great many of the benefits cannot be reduced to any form of measurement. Neither can the farm bureaus and the persons who are connected with them be given the entire credit for all the results of extension work, for much has been done by banks, teachers, and others. This is especially true of the club work of the state.
In 1914 Earl Zeller of Greene county won the state and national championship for the northern and western states in the acre corn club contest, with a yield of 139 bushels. During the four years that Zeller was in the contest he averaged 133 bushels of corn per acre. In 1915 arrangements were made in 41 counties to provide a free trip to the exposition at San Francisco for the boy in each of those counties who made the highest average score on his acre of corn. The average yield produced by these 41 winning boys was 92 bushels per acres, while the average for all the boys who completed the contest was 73.5 bushels per acre. Wade Hauser of Union county won the championship for the year with a yield of 150.1 bushels on one acre. During 1916 and 1917 there were 1,963 corn club members who completed the contest. They produced an average yield of 63.8 bushels per acre, and the champion for 1917 had a ten acre patch that produced over 1,000 bushels.

The object of the garden club is to teach the economic value of cultivating small tracts of land. In 1914 Eloise Parsons of Clarinda cleared $155.57 on one-tenth of an acre of tomatoes by selling the fresh tomatoes and canning the remainder. This shows the possibilities of Iowa land for truck growing and is a lesson in thrift.
The baby beef club endeavors to teach the most rapid and most economical methods of fattening calves. The Iowa Beef Producers' Association deserves much credit for the success of this work because of its assistance in securing prizes for winners and making arrangements whereby the boys could be supplied with pure bred calves. In 1917, 247 members fed 267 calves an average of 294 days each. The average weight per calf at the beginning of the contest was 401 pounds, and the average final weight was 892 pounds, showing an average gain per calf of 491 pounds, which was an average daily gain of 1.67 pounds. Earl Buckland of Monona county was the champion. His calf made an average daily gain of 2.34 pounds for 294 days, finishing with a weight of 1,040 pounds, at the age of sixteen and one-half months. In 1917, 59 of these calves were exhibited at the Iowa State Fair winning $625 in premiums; 32 calves were exhibited at the Sioux City Fair winning $280; and 22 calves were shown in Chicago at the International Show winning $345 in premiums.

The pig club teaches economical methods of feeding and the utilization of wastes. Careful records are kept of the amount and kind of feed and of the gains made. During 1917, 146 members fed 453 pigs an average of 126 days. The average initial weight of each pig was 56.4 pounds;
the average gain 205.5 pounds; and the average final weight 261.9 pounds, making an average daily gain of 1.62 pounds. The champion was Howard Ellis of Marshall county. His pig weighed 60 pounds at the beginning, and at the end of 128 days weighed 325 pounds. This was an average daily gain of 2.07 pounds.

Prizes for the winners in club contests are of many sorts. Besides the trips to the San Francisco Exposition, previously mentioned, there have been trips to the state fair, to the international shows, and to short courses at the State College. Girls as well as boys are prize winners. The winning teams in canning and dyeing contests have been awarded trips to fairs, where they sometimes put on demonstrations showing how canning should be done or how to make old clothing look new again.

But learning how to properly do a definite sort of work is not the only thing gained by an Iowa club member. Some of the clubs have regular meetings in which there is opportunity for debate and parliamentary practice, with a social time following. The work combines a training in approved methods of agriculture and home economics with lessons in thrift; it is technical, plus economic, plus social. A monthly magazine called the "Farm Boys' and Girls' Leader and Club Achievements" is published in Des
Moines by E.T. Meredith. The subscription price is only twenty-five cents a year, and this little magazine does a great deal to encourage and inspire the club members and club leaders by telling them what is being done by the most progressive clubs throughout the country.

A full report of the accomplishments of the county agent would mean an increase of the agents' records and reports to such an extent that the work itself would be hampered. But through the present system of monthly reports and annual summary reports we can determine certain results of farm bureau and county agent work.

The following table shows the calls made at the county agents' offices, the farm visits made by the agents, the meetings held by the agents, and the attendance at these meetings. The figures are the totals for each year for all the agents in Iowa, and give an idea of the routine tasks of the county agents.

<table>
<thead>
<tr>
<th>ROUTINE TASKS OF COUNTY AGENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1914-5</td>
</tr>
<tr>
<td>Calls on agent at office</td>
</tr>
<tr>
<td>Farm visits made</td>
</tr>
<tr>
<td>Meetings held</td>
</tr>
<tr>
<td>Attendance at meetings</td>
</tr>
</tbody>
</table>
Perhaps one of the most definite pieces of work done by the county agents and farm bureaus is in the seed corn campaigns of 1915-16 and 1917-18. The seed corn for the 1916 planting was poor. Over 1,500 tests made in Black Hawk county showed an average germination of less than fifty per cent, while some tested less than five per cent. In this county a number of farmers and bankers established a seed corn testing station which operated from March 3d to May 20th. Two cribs of corn, which amounted to 1,104 bushels, were found to be good for seed. This corn was purchased and sold to the farmers at cost plus the expense of testing, which was seventy-five cents per 100 ears. 385 farmers received seed tested by this station and 3,385 farmers visited the station while in operation.

The wet season and early frosts of 1917 prevented the corn from maturing and made it almost worthless as seed. It was apparent during the late summer that the seed corn would not be good, so in August the department of extension laid out a plan. 60 special seed corn agents were secured, 24 of whom were paid by the United States Department of Agriculture. During September and early October these 60 men worked a total of 671 days distributing cards and information regarding seed corn, and reached 39,728 people personally. Due to their efforts large amounts of seed
were gathered early, but most of the corn had not matured by the time the freeze of October 6th made it useless as seed. The high price of corn in the spring of 1917 had left very little old corn in the state or in the country. Iowa alone plants about 10,000,000 acres of corn which require approximately 1,500,000 bushels of seed to plant once over, and in addition about one-half of this amount to take care of replantings. Seed imported from outside a locality usually yields 4 to 6 bushels less than acclimatized seed, therefore the problem before the farmers was to find sufficient old corn within the counties.

About the middle of January, Governor Harding ordered a seed corn census in the state using the following plan: The farm bureaus and their county agents were asked to appoint one co-operator for each school district, making approximately 125 co-operators for each county. By proclamation, Gov. Harding appointed these co-operators as seed corn census takers and commanded them to take such a census in their districts. The co-operators were to learn from each farmer the amount of seed corn he would have to buy, or the amount he would have for sale; the amount of 1916 crib corn on hand; the amount of 1917 corn from which seed corn might be selected; whether or not his 1917 seed was picked before the freeze; and the number of acres of corn he would plant in 1918. These reports were
to be sent to the county agent or to the farm bureau of the respective counties.

The survey located about 1,000,000 bushels of old corn and a good deal of 1917 corn from which seed might be selected. The county agents tested the lots of new seed corn and published statements concerning their value as seed. 49 farm bureaus, with the assistance of their county agents, operated 95 testing stations and tested 308,831 bushels of corn at actual cost. In addition, county agents tested 13,054 lots of corn, visited 8,824 farmers in search of seed corn, held 1,127 seed corn meetings, and received 53,738 calls at their offices in regard to seed corn.

Many counties found enough seed for their own use and some were able to send small amounts to the adjoining counties which were short. This exchange was often made possible through the farm bureaus. The result of this strenuous seed corn campaign was one of the best stands of corn in Iowa in 1918 that was ever known.

Other lines of effort gave as beneficial results as the seed corn campaigns, and differed only in the magnitude of the industry affected. During 1919 the county agents of Iowa spent about three per cent of their time on soil problems, such as soil tests, fertilizer demonstrations,
drainage systems, and crop rotation; 4,813 samples of soils were tested for acidity; 588 farmers were induced to buy 1887 tons of fertilizers; drainage systems were planned which will drain a total of 68,699 acres; limestone was secured for 1493 farmers, 78 local sources of limestone were developed, and 87 crushers introduced. Seven counties received complete soil surveys and the farm bureaus of 15 other counties presented petitions requesting surveys.

One of the first projects of the county agents was better crops. The Biennial Report of the Agricultural Extension Department for 1914-16 states that Iowa "103 oats" were tried out on 33 farms in Linn county in 1915, giving an average yield of seven and one-half bushels more than the yield of the varieties usually sown. In the same year oat-smut campaigns were carried on in nine counties and, where records were kept, the increased yield from treated seed was 3 to 4 bushels per acre.

In 1919 an average of five per cent of the county agents' time was spent on such crop problems as, the value of new crops, variety tests to determine the best variety of a crop seed, and treatment for diseases and pests. 3,022 farmers were influenced to grow alfalfa, and 73 farm bureaus secured, 2,506 bushels of soy bean seed for their members. The acreage of soy beans increased 409 per cent, or 42,471 acres, over 1918. 4,472 farmers treated their potatoes for scab, and 11,048 farmers
treated their oats for smut.

Work with live stock was at first confined largely to the prevention and control of diseases. The control of hog cholera was an early form of the work. In 1914, due to a systematic campaign for vaccination, Clay county saved twenty per cent more hogs than any surrounding county, or an estimated saving of $150,000. (50) county agents spent three and one-half per cent of their time during 1919 on work with hog cholera and tuberculosis. The agents do not act as veterinarians, but urge quarantine and preventive measures and assist in getting expert assistance. Through the farm bureaus 305,730 hogs were vaccinated for cholera, and in 40 counties there were 7,530 tests made for tuberculosis among herds.

During 1919 the livestock problems occupied two and one-half per cent of the Iowa county agents' time. Questions concerning the proper rations and methods of feeding were discussed with the farmers, and assistance was given in securing and selecting pure bred cattle, sheep, hogs and horses. By the end of 1919 there were 4,920 members in the organizations composed of breeders of pure bred stock. Many of these organizations have constructed sales pavilions, arranged combination sales, and published county directors of pure bred stock.
The farm bureaus were directing the operations of thirteen cow-testing associations. These had 374 members who were milking 4,100 cows during 1919. 978 individual tests were made and 156 cows were found unprofitable for dairy purposes.

Instructions in the care of poultry took up three per cent of the time of 63 county agents during 1919. 1,076 demonstrations in poultry culling were attended by 11,854 people. 967 flocks were culled by specialists and 259 flocks were culled by county agents, with the result that 50,697 hens were discarded out of a total of 132,534. In those counties where records were kept it was found that before culling 100 hens laid an average of 22 eggs per day, while after culling 100 of the remaining hens averaged 35 eggs. On this basis the original flocks produced 29,157 eggs per day, and after more than one-third of the hens had been thrown out, they continued to lay 28,643 eggs per day. This would show that the culling was 99 per cent efficient. Estimates also showed that about 55 per cent of the flocks were diseased.

Demonstrations in pruning and spraying fruit trees were given by the agricultural extension department for several years, but there was no effective means of getting this work before the farmers until the farm bureaus took it up. In 1919, 65 farm bureaus made this work one of
their major projects, and others gave some attention to the care of fruit trees. The reports from 87 counties give an average of 31 orchards per county which were sprayed. The records of the demonstrations showed that the average cost of spraying an ordinary tree of 15 to 20 years of age is 60 cents. The trees will yield an average of about $2.75 worth of fruit without spraying, and about $14.10 worth when properly sprayed. This makes an average net profit, as a result of spraying, of $10.75 per tree.

Work in agricultural engineering comprises the four divisions of farm machinery, farm buildings, land drainage, and soil erosion. During 1919 the farm bureaus conducted 64 tractor schools attended by 7,443 people, and 26 tractor demonstrations at which 16,667 people saw different makes of tractors in competition. Nearly every farm bureau keeps a file of farm building plans. Help was given in remodeling 80 houses, and in building 140 new houses, 320 barns, 648 hog houses, 548 poultry houses, 176 corn cribs, and granaries, 191 feeding floors, 25 manure puts, and 502 silos. In 24 counties individual service was given in laying out drains which benefited 121 farmers. 125 demonstrations concerning soil erosion were attended by 1,703 farmers, and it was estimated that 650 of them made use of the methods shown.

The agricultural department of the state college has endeavored for a number of years to carry on work in farm
management. It has distributed farm account books and has given lectures explaining their use, but the work was comparatively unsuccessful because the accounts could not be checked up throughout the year and thus made of actual value. However, in some instances bankers have given the farmers considerable assistance in keeping these accounts. In 1918 there was a sudden great demand for a simple account book which would enable the farmers to correctly figure their income taxes. 50,000 account books were sold at cost by the department. In 1919 the farm bureaus distributed 14,210 farm record books to farmers. In over 5,000 cases the county agent gave them assistance in summarizing these accounts. In 740 cases the record book resulted in a change in the system of farming.

Schools for farmers on the income tax reports were conducted by many farm bureaus during the winter months. In 1919, 10,397 farmers were assisted with their income statements, and 2,626 farmers were helped in analyzing their 1918 records in order to determine which farming enterprises had been most profitable.

The first work done in marketing was the formation of cooperative shipping associations. During the year ending June 30, 1918, about 200 such associations were organized in Iowa, the demand for them having been increased by the abnormal conditions due to the war. These make it
possible to ship livestock without the cost of holding it at the shipping point until a bunch large enough to fill a car can be gotten together. It also enables each farmer to get the exact price his own hogs or cattle bring on the market, which is dependent on their quality. Under the old system of stock buyers the good hogs or cattle usually brought the farmer a little less than they were actually worth, and the poor stock brought more than its real worth. Dairy producers' associations have been formed in a few localities. These permit more economical systems of milk delivery and assist in maintaining a standard quality of product.

On December 1, 1919, there were about 300 farmers' cooperative shipping associations in Iowa. 101 had been organized by farm bureaus, and 83 of these during 1919. During the year ending Dec. 1, 1919 these 101 associations did $5,500,000 worth of business, which netted a profit of $492,000 to the association members.

The Iowa Wool Growers Association was organized in the spring of 1919 with 3,600 members. During the year it marketed 1,250,000 pounds of wool in Boston at 61 3/4 cents per pound, or an average of 57 cents net. The average price offered by local wool buyers in 68
counties of Iowa before the association was formed was 41 cents. On the basis, then, of a 16 cent per pound advance in price, the members of the association realized, as the result of their organization, a total additional profit of $200,000 on their wool. Furthermore, the association, through care and uniformity in shipping and handling the fleeces, improved the reputation of Iowa wool.

The farm bureau exchange has done a great deal to bring the man who has something to sell in touch with the man who wishes to buy. By looking over the exchange lists of his own and adjoining counties, a farmer often learns that just what he is wanting is for sale close by his own home. This saves both the buyer and the seller the time and expense of taking the product to a central marketing point. During 1919 the Iowa exchanges did more than $4,000,000 worth of business. This includes the business of the livestock breeders' associations, but does not include that of the co-operative livestock shipping associations. The following table gives a rough classification of this business:
BUSINESS DONE BY THE IOWA FARM BUREAU EXCHANGE.

Livestock

<table>
<thead>
<tr>
<th>Class</th>
<th>No. Listed</th>
<th>Value</th>
<th>Amount Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horses------</td>
<td>4,339</td>
<td>$524,470</td>
<td>$241,045</td>
</tr>
<tr>
<td>Cattle------</td>
<td>33,612</td>
<td>2,935,103</td>
<td>933,759</td>
</tr>
<tr>
<td>Hogs--------</td>
<td>49,929</td>
<td>1,577,227</td>
<td>633,995</td>
</tr>
<tr>
<td>Sheep-------</td>
<td>33,203</td>
<td>464,620</td>
<td>151,660</td>
</tr>
<tr>
<td>Poultry-----</td>
<td>20,985</td>
<td>31,951</td>
<td>17,360</td>
</tr>
</tbody>
</table>

Seeds

<table>
<thead>
<tr>
<th>Class</th>
<th>No. Listed</th>
<th>Value</th>
<th>Amount Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oats--------</td>
<td>208,865</td>
<td>$178,182</td>
<td>$116,045</td>
</tr>
<tr>
<td>Corn--------</td>
<td>227,010</td>
<td>294,799</td>
<td>257,655</td>
</tr>
<tr>
<td>Wheat-------</td>
<td>76,151</td>
<td>146,329</td>
<td>69,095</td>
</tr>
<tr>
<td>Clover------</td>
<td>9,852</td>
<td>146,182</td>
<td>104,499</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>38,077</td>
<td>118,001</td>
<td>76,099</td>
</tr>
</tbody>
</table>

Feeds

<table>
<thead>
<tr>
<th>Class</th>
<th>Value of Total</th>
<th>Amount Listed</th>
<th>Amount Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hay---------</td>
<td>$166,273</td>
<td></td>
<td>$147,480</td>
</tr>
<tr>
<td>Straw-------</td>
<td>9,153</td>
<td></td>
<td>8,694</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,655,362</td>
<td></td>
<td>1,285,160</td>
</tr>
</tbody>
</table>

Grand Totals $8,233,099

In 1917, due to the shortage of farm help, there arose a great need for farm labor bureaus. In the counties which then had farm bureaus, the county agent took active charge of the labor bureau and in counties where there was no farm bureau, the county chairman of the State Bankers Association was relied upon to help with the work. During the summer of 1917 there were 391 farm labor bureaus in Iowa, 189 of which placed 7,896 farm laborers. In 1918 the increased number of farm bureaus made this work
easier, and during the two years ending June 30, 1918, there were 18,400 laborers placed on farms by these volunteer farm labor bureaus. During 1919 the farm bureaus assisted 10,318 farmers in securing help, and placed a total of 19,744 laborers on farms.

A chief cause of the rapid growth of the farm bureau movement is the need which many farmers have felt for some organization through which they can learn new principles and secure legislation which will make their work more profitable. Although this desire for greater profits had been the principal factor in developing the farm bureaus, there is also a tremendous social value in the added knowledge and increased co-operation which have resulted. A farmer may join the farm bureau purely for economic purposes, but once a member, he cannot escape the broadening and socializing influences of the big movement.

The same can be said of the woman who studies home economic problems with the home demonstration agent; or of the boy or girl who joins with the neighboring children in one of the club contests. The best way to develop in rural boys and girls a vital interest in their environment is by means of the training, activities, meetings, and trips of club work. The most effective way - at least
at the present time - for providing the farm people with a more satisfying rural life is to help the farm bureau, county agent, home demonstration agent, and boys' and girls' clubs to supply some of their educational, economic, and social needs.

**Future of the Movement**

The county agent movement has grown from a few scattered agents in 1911 to a nation-wide movement in 1919. The average farmer first looked upon the agent as an imposter who sought to burden him with an abundance of advice. He is now considered more as a sympathetic helper, who does not know it all, but who is in a position where he can secure the best information on any subject relating to farming. The strong economic motive binds the farmers to the county agent plan, once they fully understand that plan; while the combination of education, practical activities, and community organization promises that the work will be effective and permanent.

The possible accomplishments of the movement rest with the farm people themselves, and depend upon the extent to which they make use of the county agents, home demonstration agents, the club leaders, specialists and other extension workers. The movement is new and big; but resting upon a foundation of federal support with state and county assistance, and filling a combined
economic and social need of the rural people, with the added advantage of adaptability to the local conditions; possessing all these qualities, the county agent movement will very probably live through the unstable and stormy period of post-war times, and will become an increasingly important part of the educational system of our nation.
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   (References 1-6, 10-11, and 17 may be found in the
   publication of the States Relations Service of
   Aug. 25, 1917, "Federal Legislation, Regulations,
   and Rulings Affecting Agricultural Colleges and
   Experiment Stations'.)


5. Adams Act, (34 Stat. L., 63.)

6. Postal Laws and Regulations (1902) of the United States,
   Sections 516 and 517.

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9. Publication of American Farming, 1919: "Five Years of the

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14. United States Department of Agriculture Circular, Bureau
   of Plant Industry: Bradford Knapp - "Farmers'

15. Lloyd, W. A.: "The Relation of the County Farm Bureau and
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25. S. R. S. Doc. 32, pp. 6, 10.


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38. United States Department of Agriculture, Department Circular 66, p. 20.


42. Ibid, p. 20.

43. Ibid, pp. 22-23.


46. S. R. S. Doc. 32, p. 5.

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49. United States Department of Agriculture, Department Circular 30, pp. 4-5.
51. Ibid., p. 8.
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57. Ibid., pp. 5-7.
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63. United States Department of Agriculture, Circular 30, pp. 10, 15.
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and West, Form No. 227, p. 1.


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85. 35th General Assembly, Ch. 140, Art. 1; Code 1913, Section 1683-a.

86. Code 1913, Section 1683-k.

87. Code 1913, Section 1683-q.

88. 36th General Assembly.

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APPENDIX A.

SUGGESTED CONSTITUTION FOR THE FARM BUREAUS OF IOWA.

The by-laws of the farm bureau of Johnson county, Iowa, which are given in full in Appendix "B", are identical with the constitution which is now suggested for the farm bureaus of Iowa. See Appendix "B" on the following page (131).
APPENDIX B

BY-LAWS OF JOHNSON COUNTY FARM BUREAU ASSOCIATION

ARTICLE I

General Provision

Qualifications for membership, annual dues, and the general conduct of the affairs of the Farm Bureau Association shall be in accordance with the Articles of Incorporation of the Farm Bureau Association and the regulations of the Agricultural Extension Department of Iowa State College, and United States Department of Agriculture cooperating.

ARTICLE II

Officers and Duties

The officers of this organization shall consist of a President, Vice-President, Secretary and Treasurer, all of whom shall be elected at the annual meeting of the Association for a period of one year and shall serve without compensation until their successors have been elected and shall have qualified.

The President shall perform such duties as usually pertain to this office. He shall have power to call meetings of the Board of Directors or of any of the committees when he deems advisable, or, upon application of three members of the Board of Directors, he shall be required to call special Farm Bureau meetings. He shall have power to make appointments, and, in conjunction with the other members of the executive committee he may fill such vacancies as may occur in any office or committee. He shall in conjunction with the secretary sign all vouchers authorizing the Treasurer to make disbursements.

The Vice-President shall perform the duties of President in case of absence or disability of same.

The Secretary shall keep full and accurate records of the proceedings of all meetings of the executive committee, board of directors and farm bureau, and receive and read all communications, papers and bills; keep a record of the memberships of the Association; send out notices of meetings, etc.; conduct all necessary correspondence and perform such other duties as usually pertain to the office. He shall present a full, detailed report at the annual meeting. The clerical work of this office may be done through the office of the County Agent under the direction of Secretary.
The Treasurer shall keep a full and complete record of all moneys received and paid out by the Association; send out all notices of unpaid dues; receive and receipt for all membership fees; keep an account of the membership fees paid therefor and the date thereof, and deliver to his successor all funds remaining in his hands at the expiration of his term of office, and to render a financial statement at the regular meetings of the Board of Directors or Executive Committee and when otherwise required by the officers of a majority of the membership present at any regular meeting of the Association. No disbursements are authorized except by order signed by the Secretary and President, and payment shall be made only by check.

The Treasurer shall give bond, the amount to be fixed by the Board of Directors in double the amount of money likely to come into his hands, with sureties. Said bond shall be filed with and approved by the County Auditor and recorded without fee. In no case shall the bond of the Treasurer be less than five thousand dollars, costs of same to be paid by the Association.

In all cases where county funds have been used the outgoing President and Treasurer shall, on the first Monday of January each year, file with the County Auditor full and detailed reports under oath of all receipts and expenditures of said incorporation, showing from whom received and to whom paid and for what purpose. A duplicate of said report shall also be laid before the members of the annual meeting. The books, papers and records of said incorporation shall at all times be open to the inspection of the Board of Supervisors and to anyone appointed by them to make examination. All clerical work in connection with the office of Treasurer shall be done through the office of the County Agent under his (Treasurer's) direction.

ARTICLE III

Board of Directors

The Board of Directors shall be composed of the President, Vice-President, Secretary and Treasurer and one delegate from each township or community of the county who shall be elected for a period of one year, or until a successor has been elected and shall have qualified. A quorum shall consist of a majority of the Directors. (Including the officers).
The directors shall give personal attention to the affairs of the Association in their townships, solicit members, collect dues, assist in arranging meetings and in conducting campaigns and demonstrations in cooperation with the County Agent.

The Board of Directors shall meet on the last Saturday of each month at the office of the County Agent.

ARTICLE IV

Executive Committee

The Board of Directors shall immediately after their annual meeting elect an executive committee of seven to consist of the four officers and three other directors.

The Executive Committee shall have power to act for the Board of Directors at any and all times in the absence of a meeting of the Board, and, at a meeting of the Board of Directors, a quorum thereof not being present, a quorum of the Executive Committee shall act for the Board of Directors.

ARTICLE V

Vacancy

In case of vacancy in any office or directorship a successor shall be elected by the Board of Directors.

ARTICLE VI

Quorum

A majority of the members of the Board of Directors or of the Executive Committee shall constitute a quorum for the transaction of business.

ARTICLE VII

Bills

All bills payable against the Association must be certified as correct and signed by the party contracting same, and approved and signed by the Secretary and President before Treasurer is authorized to make payment.
ARTICLE VIII

Elections

Previous to the annual meeting of the Farm Bureau Association a nominating committee shall be appointed by the President, consisting of three members who shall not be officers or directors of the Association. This Committee shall recommend at the annual meeting one candidate each for President, Vice-President, Secretary and Treasurer, and one for each director. In the selection of these candidates the committee is instructed to provide for the representation of all communities within the county and of all agricultural interests. This report may be adopted as a whole by unanimous consent of the delegates present, otherwise each officer and director may be elected separately by acclamation, or by ballot in any case where more than one nomination is made for any office or directorship.

ARTICLE IX

Annual Report.

The Board of Directors shall cause to be prepared an annual report of the activities of the Farm Bureau Association, a statement of membership situation, moneys received and disbursed, and cause such report to be presented at the annual meeting and placed on file for permanent record in the office of the Association.

ARTICLE X

Judges and Tellers

The President shall at the annual meeting appoint three judges and two tellers who shall receive the ballots and canvass the results of the voting. Only members whose dues are paid in full to date may vote.

ARTICLE XI

Committees

The Board may by resolution appoint sub-committees of the Board or others, to give special attention to various phases of the work of the Association, such as livestock, dairying, club work, and anything not in conflict with the purposes of the Association.

In each township there may be appointed by the Board a committee of three or more members of the association to cooperate with the directors who shall be chairman of the committee in all matters pertaining to the welfare of the Association.
Auditing Committee: The President shall appoint an auditing committee of three members of the Farm Bureau Association, whose duty it shall be to audit all accounts at least ten days prior to the annual meeting, or at any time ordered by the Board of Directors.

ARTICLE XII

County Agent

The Board of Directors in cooperation with offices of State Leader, according to the jurisdiction of each, has power to employ a County Agent and to direct the work in the county. The County Agent may speak in an advisory capacity on all matters before the Association, Board of Directors, or Committees.

ARTICLE XIII

Order of Business

At meetings of the Board of Directors, the following Order of Business shall be observed:

1. Reading and approval of unapproved minutes of prior meetings.
2. Report of Secretary.
4. Report of President and Directors.
5. Reports of Standing and special committees.
7. Unfinished business.
9. Suggestions by County Agent and Directors.
10. Adjournment.

ARTICLE XIV

Rules

The meetings of the Association and of the Board of Directors shall be governed by the latest edition of Robert's Manual of Parliamentary Rules.

ARTICLE XV

Amendments

These by-laws may be altered or amended by a majority vote of the delegates present at any regular meeting of the Farm Bureau Association, notice in writing of such proposed change to be furnished to all members of the Association at least one week previous to the meeting to amend.
APPENDIX C.

COMPILLED CODE OF IOWA, 1919, CHAPTER V.

FARM AID ASSOCIATIONS.

Section 1654. Incorporation Authorized.
For the purpose of improving and advancing the science
and art of agriculture, domestic science, animal husbandry
and horticulture, a body corporate is hereby authorized in
each county in the state.
(S. S., '15, Art. 1683-a.)

Section 1655. Articles.
Such body corporate may be formed by the acknowledging
and filing for record with the county recorder of such county,
of articles of incorporation, by at least ten farmers, land-
owners, or other business men of the county,
(S. '13, Art. 1683-b; 37 G. A., ch. 90, Art. 1.)

Section 1656. Articles-requirements.
The articles of incorporation shall be as follows:
"We, the undersigned farmers, land owners and business
residents of ...............county, Iowa, do hereby adopt
the following articles of incorporation:

Article 1. The objects of this incorporation shall be
to advance and improve, in ...............county, Iowa, the
science and art of agriculture, domestic science, horticulture
and animal husbandry.

Article 2. The name of this corporation shall be The
Farm Bureau Association of ..........county, Iowa. (Insert-
ing the name of the county of which the incorporators are
residents.)

Article 3. The affairs of this corporation shall be
conducted by a president, a vice president, a secretary and a
treasurer, who shall perform the duties usually pertaining to
such positions, and by a board of directors of nine members
all of which officers and directors shall be elected by the
members of said incorporation at an annual meeting on the first
Monday of January of each year. Not more than two directors
shall be residents of the same township, when elected. All
officers and directors shall hold their positions for one
year and until their successors are elected. We, the said
incorporators, have elected the following provisional officers
to hold their respective positions until their successors are
elected at the annual meeting in the year......

President, ........................................
Vice-President, ..............................
Secretary, ........................................
Treasurer, ........................................
Board of Directors:
1 ........................................
2 ........................................
3 ........................................
4 ........................................
5 ........................................
6 ........................................
7 ........................................
8 ........................................
9 ........................................

Article 4. The yearly dues of the members of this incorporation shall be one dollar, payable at time of applying for membership and on the first Monday in January of each year thereafter. No member having once paid dues, shall forfeit his membership until his or her subsequent dues are six months in arrears.

Article 5. Any citizen of the county and any non-resident owning land in the county shall have the right to become a member of the incorporation by paying one year's dues and thereafter complying with the articles of incorporation and by-laws.

Article 6. This incorporation shall endure until terminated by operation of law.

(S. S. '15, Art. 1683-c.)

Section 1657. Recording of articles.
The articles of incorporation shall be recorded by the recorder of deeds without fee of any kind.

(S. '13, Art. 1683-f.)

Section 1658. Appropriation by board of supervisors.
When the articles of incorporation have been filed as provided by this chapter and the secretary and treasurer of said corporation have certified to the board of supervisors that the said organization has among its membership at least two hundred farmers and farm owners in said county and that said organization has raised from among its members a yearly subscription of not less than one thousand dollars, the board of supervisors shall appropriate to be paid from the general fund of said county, a sum double the amount of such subscription; not to exceed, however, a total of five thousand dollars in counties with a population of twenty-five thousand or over, and in counties with a smaller population, three thousand dollars in any one year.

(37 G. A., ch. 90, Art. 2; 38 G. A. & ch. 36.)

Section 1659. Limitation on aid.
The only farm improvement associations which shall be entitled to receive this county aid shall be such as are organized, so as to co-operate with the United States Department of Agriculture and the Iowa State College of Agriculture and Mechanic Arts.

(37 G. A. ch. 90, Art. 4.)

Section 1660. Funds advanced by federal government.

The president and secretary of said association shall, prior to the time of making any levy or advancing any funds, as herein provided, certify to the board of supervisors the amount, if any, advanced to said association by the government of the United States for the ensuing year in aid of its objects.

(S. '13, Art. 1683-p.)

Section 1661. Funds - how expended.

The treasurer of said incorporation shall receive all funds belonging to said incorporation and all taxes collected as herein provided and shall pay out the same only on bills allowed by the board of directors, such allowance to be certified to by the president or secretary.

(S. '13, Art. 1683-m.)

Section 1662. Bond of treasurer.

The treasurer shall give bond, the amount to be fixed by the board of directors in double the amount of money likely to come into his hands, with sureties. Said bond shall be filed with and approved by the county auditor and recorder without fee. In no case shall the bond of the treasurer be less than five thousand dollars.

(S. '13, Art. 1683-i.)

Section 1663. Misuse of funds.

Any treasurer of such association who in any manner converts the funds or property of such association to his own use or pays out or disposes of the same in any manner different than as directed herein, shall be considered as guilty of larceny and punished accordingly.

(S. '13, Art. 1683-o.)

Section 1664. Powers of board.

Such body corporate shall have power to establish and maintain a permanent agricultural school, in which the science of agriculture, horticulture, animal industry, and domestic science shall be taught; to employ one or more teachers, experts or advisors to teach, advance and improve agriculture, horticulture, animal industry, and domestic science, in said county, under such terms, conditions and restrictions as may be deemed advisable by the board of directors; to adopt by-laws; to take by gift, purchase, devise or bequest, real or personal property; to have, and exercise all powers necessary, appropriate and convenient for the successful carrying out of the objects of said corporation. It shall have authority to use
part or all of the sum annually received as dues from its members in payment of prizes offered in any department of work, including agricultural fairs, short courses, or farmers' institutes.

(S. S. '15, Art. 1683-c.)

Section 1665. Private property exempt - seal.
Such body corporate may sue and be sued, but the private property of the members shall be exempt from corporate debts. It may have a seal which it may alter at pleasure.

(S. '13, Art. 1683-d.)

Section 1666. Compensation.
No salary or compensation of any kind shall be paid to the president, vice-president, treasurer or to any director.

(S. '13, Art. 1683-q.)

Section 1667. Dividends - diversion of funds or property.
No dividend shall ever be declared by this incorporation. Any diversion of the funds or property of such incorporation to any purpose except the purposes of incorporation shall constitute larceny and be punished accordingly.

(S. '13, Art. 1683-h.)

Section 1668. False certificate.
Any officer making a certificate as provided herein, knowing the same to be false or incorrect in any particular, shall be guilty of a misdemeanor and punished accordingly.

(S. '13, Art. 1683-n.)

Section 1669. Annual reports - records open to inspection.
The outgoing president and treasurer shall, on the first Monday of January of each year, file with the county auditor full and detailed reports under oath of all receipts and expenditures of said incorporation, showing from whom received and to whom paid and for what purpose. A duplicate of said report shall also be laid before the members at the annual meeting. The books, papers and records of said incorporation shall at all times be open to the inspection of the board of supervisors and to any one appointed by them to make examination.

(S. '13, Art. 1683-j.)

Section 1670. Existing organizations.
Nothing in this act (37 G. A., ch. 90) shall be construed to affect the organization of associations heretofore organized under this chapter.

(37 G. A., ch. 90, Art. 3.)
APPENDIX D.

CONSTITUTION AND BY-LAWS OF THE IOWA FARM BUREAU FEDERATION.

ARTICLE I.

Name and Object.

Section 1. Name: The name of this association shall be the Iowa Farm Bureau Federation.

Section 2. Object: The object of this federation shall be to effectively organize, advance, and improve, in every way possible, the agricultural interests of the great commonwealth of Iowa, economically, educationally and socially, through the united efforts of the County Farm Bureaus of the State.

ARTICLE II.

Membership.

Section 1. Eligibility: County Farm Bureaus in the State of Iowa co-operating with the Iowa State College of Agriculture and Mechanic Arts and the United States Department of Agriculture shall be eligible for membership.

Section 2. Application for Membership: County Farm Bureau applying for membership in this federation shall present a written application, accepting and agreeing to abide by the constitution and by-laws and any amendments thereto, which application shall be submitted to and acted upon by the Executive Committee as hereinafter provided.

Section 3. Election to Membership: Application for membership shall be acted upon by the Executive Committee of the Federation at the first meeting of said Committee following receipt of same. A two-thirds majority vote of the committee present and voting shall be necessary to elect.

Section 4. Withdrawals: Any member may withdraw from the federation by submitting to the Secretary a written resignation accompanied by a remittance in full of all dues to date.

ARTICLE III.

Representation.

Section 1. Each County Farm Bureau holding a membership
in this federation in good standing shall be entitled to one official representative on the Board of Directors of the federation, said representative to be actually engaged in farming and duly authorized by the Executive Committee of the respective County Farm Bureau. In no case shall the County Agent be selected as such representative.

Section 2. In the absence of the regularly authorized official representative from any county at a meeting of the federation an alternate may act, provided he presents proper credentials from the Executive Committee of his Farm Bureau which are acceptable to the Credentials Committee of this federation.

ARTICLE IV.

Finances.

Section 1. The annual dues of each County Farm Bureau holding membership in this Federation shall be pro-rated according to the paid-up memberships in the County Association and shall be payable to the Treasurer of the Federation. For each paid-up membership of the County Farm Bureau the assessment shall not exceed $1.00 per year or such portion thereof as shall be needed and designated by the Executive Committee of the Federation. The assessment of the County Farm Bureau shall be made by the Executive Committee and shall be payable semi-annually on March 1 and October 1 of each year.

Section 2. All elective officers and directors of the Federation shall serve without pay, except when ordered out on special work by the Executive Committee or the Secretary, in which case they may be allowed not to exceed $10.00 per day and necessary expenses, and shall be reimbursed for actual expenses incurred when attending the regular and special meetings called for the purpose of transacting the necessary business of the Federation. In addition to such expenses, the employment of a secretary and necessary stenographic assistance, clerical help, printing, postage, telephone and telegraph communications, and other expenses duly authorized by the Executive Committee shall be paid from the funds of the Federation.

Section 3. In all cases when the annual dues are not paid within ninety days after same are due and payable (March 1 and October 1) delinquent members in this Federation shall be thereby suspended, until such time as membership shall be duly restored through payment of dues and action of the Executive Committee of the Federation.
ARTICLE V.

Meetings.

Section 1. Annual Meeting: The annual meeting of the Iowa Farm Bureau Federation shall be held at such place and at such time as may be fixed by the Executive Committee. Notice of the time of each annual meeting shall be mailed to each director at least twenty days in advance thereof.

Section 2. Special Meetings: Special meetings may be called by the President or by majority vote of the Executive Committee. Reasonable notice of all special meetings shall be sent by the Secretary to each director of the Federation in advance of such meeting. In case of special meeting, such notice shall state the object of the meeting and the subjects to be considered.

Section 3. Quorum: At all meetings of this federation those present shall constitute a quorum.

ARTICLE VI.

Board of Directors.

Section 1. Personnel of Board: The Board of Directors shall consist of one official representative (duly authorized as hereinbefore provided) of each County Farm Bureau holding membership in this federation in good standing, and they shall serve for a term of one year, or until their successors are designated and shall have qualified.

Section 2. Duties: The Board of Directors before each annual meeting or oftener, if necessary, shall divide the state into as many districts as the State Federation has accredited members on the Board of Directors of the National Federation of Farm Bureaus, and shall elect one director from each district previously nominated by the directors of said districts and who shall serve for a term of one year. In case the State is entitled to more directors before the next annual meeting, the Executive Committee shall be empowered to appoint said directors to hold office until the expiration of that term. The Board of Directors shall have supervision over all the affairs of this Federation; and shall actively prosecute its objects.

It may adopt such rules and regulations for the conduct of its business as shall be deemed advisable.

Section 3. Quorum: The members of the Board of Directors present shall constitute a quorum.
ARTICLE VII.

Officers.

Section 1. Election of Officers: The directors shall elect at each annual meeting from members of the Farm Bureau in good standing who are actually engaged in farming, a President, a Vice President, and a Treasurer. A majority of the votes cast shall elect.

Section 2. President: The President shall preside at all meetings of the Federation; he shall be chairman ex-officio of all regular and special meetings and shall perform such other duties as are usual for such an officer.

Section 3. Vice-President: The Vice-President shall perform the duties of the President in the event of his disability or absence from meetings.

Section 4. Treasurer: The Treasurer shall receive all money paid to the Federation; he shall place any surplus not needed for immediate use in defraying expenses of the Federation with depositories designated by the Executive Committee, and shall disburse money only upon the written orders signed by the Secretary and countersigned by the President or some one delegated by him to perform this duty. He shall carefully account for all transactions and make full report of the same to the annual meeting, or at any time upon the demand of the President. The Executive Committee shall furnish an approved bond for the Treasurer.

Section 5. Secretary: There shall be a Secretary appointed by the Executive Committee. It shall be his duty to keep thoroughly posted on all the affairs of the Federation and inform the members of the Federation regarding matters of interest to them. He shall receive all money that may be paid him by virtue of his office, carefully account for the same and promptly pay it to the Treasurer, taking the Treasurer's official receipt therefor, and keep a complete and accurate record of all the proceedings of the Federation. He shall have possession of all records, attend to proper publications of all reports, conduct the Federation's correspondence, and perform such other duties as are usual for such an officer or as may be required of him by the President, Executive Committee or by the Board of Directors.

ARTICLE VIII.

Executive Committee.

Section 1. Executive Committee: The Executive Committee
of this Federation shall consist of one director from each Congressional District who shall be at the time of his election, a member of the Board of Directors of the federation in good standing from such district, and all of whom shall be elected by the Board of Directors by ballot, and shall serve two years (except as hereinafter provided) and until their successors are elected and shall have qualified. A majority of the votes cast shall elect. At the end of the first year following the organization of this federation, the term of office of the members of the Executive Committee from the districts designated by even numbers shall expire, and at the end of the following year the term of office of the members from the uneven numbered districts shall expire; this same order of election to continue thenceforth, thus requiring the election of only a part of the members each year. The State Leader of County Agents and Director of Agricultural Extension shall serve, without vote, on the Executive Committee as advisory members.

Section 2. Duties of Executive Committee: The Executive Committee shall carry out the policies of the Federation as outlined by the Board of Directors, and shall be empowered to manage the affairs of the federation; to have charge of the disbursements of funds; to act as judge of the qualifications of all applicants for membership; and to appoint and employ such agents as may be necessary and as funds will permit. In case of vacancy in any office, or on the Executive Committee, this committee shall have power to elect or appoint a successor for the unexpired term of office.

Section 3. Meeting of Executive Committee: The regular meetings of the Executive Committee shall be held on the second Tuesday of April and October.

Section 4. Quorum: A majority of the members of the Executive Committee shall constitute a quorum.

ARTICLE IX.

Committees.

Section 1. The President shall annually appoint the following committees and such other standing, special or subcommittees as may be necessary:
1. Organization Committee of three members.
2. Educational Committee of three members to act in conjunction with the State College of Agriculture and Mechanic Arts and the United States Department of Agriculture.
3. Marketing and Transportation Committee of three members.
4. Legislative Committee of three members.

Section 2. These committees shall meet when called by the President or Secretary. Reports of all committee meetings shall be filed with the secretary and a copy shall be furnished each member of the Executive Committee.

ARTICLE X.

Amendments.

This constitution and by-laws may be amended or added to at any regular meeting of the Federation upon the affirmative vote of two-thirds of the directors present when notice of said amendment has been given as provided in the Articles of Incorporation.
APPENDIX E.

CONSTITUTION OF THE AMERICAN FARM BUREAU FEDERATION.

ARTICLE I.

Name.

The name of this organization shall be the American Farm Bureau Federation.

ARTICLE II.

Objects.

The objects of this organization shall be to correlate and strengthen the state farm bureaus and similar state organizations of the several states in the national federation, to promote, protect, and represent the business, economic, social and educational interests of the farmers of the Nation, and to develop agriculture.

ARTICLE III.

Membership.

Section 1. The membership of this organization shall consist of state farm bureau federations and state agricultural associations based on the farm bureau or similar plan when approved by the executive committee of the organization.

Section 2. All applicants for membership shall submit to the executive committee a copy of their constitution and by-laws.

Section 3. Any member may withdraw from the American Farm Bureau Federation by presenting to the secretary a written resignation, provided that all dues are paid to date of withdrawal.

ARTICLE IV.

Board of Directors.

Section 1. The governing body of this organization shall be composed of a board of directors, the members of which shall be elected by each of their respective state federations or similar organizations, which shall meet once a year. Each state organization qualifying for membership shall be entitled
to one director and an additional director for every 20,000, or major portion thereof, of paid-up members of the county organizations, which are affiliated in the state organizations.

Section 2. The board of directors shall be composed of actual bona-fide farmers, and each director shall have one vote on each question.

Section 3. House of Delegates. Each ember in the American Farm Bureau Federation shall be entitled to one delegate to a house of delegates and one additional delegate for every 10,000 farmers of the state, or major portion thereof. The delegates shall sit with the Directors and have the same privileges as directors except the right to vote.

ARTICLE V.

Dues.

Section 1. The annual dues of each state association in the national organization shall be ten percent of the total individual farm bureau membership dues; providing that in states not having memberships the minimum dues shall be fixed by the executive committee. (This section was amended March 3-4, 1920, and the dues fixed at fifty cents per farm bureau member.)

Section 2. In states without memberships, if four percent of the total amount expended annually for farm bureau work within the state exceeds $1,000, the dues for such state shall be four percent of such total expenditures or such portions thereof as is deemed right by the executive committee.

Section 3. Sections 1 and 2 shall be applicable for the first year.

Section 4. The dues shall be payable in advance quarterly on January 1st, April 1st, July 1st, and October 1st of each year. The executive committee shall have power to suspend any state organization from the American Farm Bureau Federation for the non-payment of dues when six months in arrears.

Section 5. Each state organization desiring to become a member of the American Farm Bureau Federation, shall present an application, and if accepted by the executive committee it shall then forward its membership dues for that quarter, and upon receipt of same shall be entitled to full privileges of the organization.

Section 6. A complete annual audit and report of the affairs of the organization shall be furnished each member, such audit to be made by a certified public accountant.
Section 7. The executive committee shall approve and order to be paid, such mileage, salaries, and expenses as are in accord with the general plan adopted by the board of directors. The expenses of the board of directors attending the annual meeting shall be paid by the American Farm Bureau Federation.

ARTICLE VI.

Meetings.

Section 1. The annual meeting of the board of directors shall be held during the month of November or December, the date and place to be decided upon by the executive committee.

Section 2. A majority of the board of directors shall constitute a Quorum, and no director shall vote by proxy.

Section 3. Reports of all executive and other committee meetings shall be filed with the secretary and copies filed with each director of the organization, and the director of the States Relations Service of the United States Department of Agriculture.

Section 4. Special meetings of the board of directors may be called by the president with the approval of the executive committee, and shall be called by him upon the request of ten member states.

ARTICLE VII.

Officers.

Section 1. The officers of the American Farm Bureau Federation shall consist of a president, a vice president, a treasurer, and a secretary.

Section 2. All officers, with the exception of the secretary and the treasurer, shall be elected by the board of directors, at each annual meeting, and shall serve for one year, or until their successors are elected and shall have qualified.

Section 3. The president shall be the executive head of this organization and shall be paid such salary as may be determined upon by the board of directors. He shall preside at all meetings of the board of directors and of the executive committee. He shall be a member ex officio of all standing and special committees.

Section 4. The vice president shall perform the duties of the president in his absence or inability to serve.
Section 5. The treasurer shall be elected by the executive committee and shall receive all money from the secretary and shall disburse the same by check only upon written orders signed by the secretary and countersigned by the president. He shall carefully account for all money and make a full report to the board of directors annually, or at other times upon request of the president. The treasurer shall furnish a good and sufficient bond satisfactory to the executive committee, and shall serve one year, or until his successor is elected and shall have qualified.

Section 6. The secretary shall be elected by the executive committee and his salary fixed by it. He shall receive all money and pay it to the treasurer, taking his receipt therefor. He shall give a bond satisfactory to the executive committee. His further duties shall be outlined by the executive committee and he shall work under its direction.

Section 7. The executive committee shall employ such assistant secretaries, assistants, and office help as it may deem necessary.

Section 8. Any officer or director of the American Farm Bureau Federation who shall become a candidate for an elective or appointive state or national office, shall at once resign and be automatically dropped from his official position in the American Farm Bureau Federation.

ARTICLE VIII.

Executive Committee.

Section 1. The board of directors shall elect by majority vote at the annual meeting from among its membership, an executive committee of twelve members, not more than one from any state, the members of which shall serve for one year, or until their successors are elected and shall have qualified. The executive committee shall have charge of the administrative affairs of the organization. The membership of said committee shall consist of three members from the northern states, three from the western states, three from the southern states, and three from the far western states. The president and vice president shall be members ex officio of the committee, and the president shall be chairman of the executive committee. The committee members from each region shall be nominated by the directors from said region. The secretary for the United States Department of Agriculture, and the Director of the States Relations Service shall have the privilege of attending all meetings of the committee and the right to take part in discussions but shall have no vote.

Section 3. A quorum in all meetings of the executive committee and other standing and special committees shall be a majority of such committees. All vacancies, except in the board of directors, shall be filled by the executive committee until the next annual meeting.

Section 4. The executive committee shall have power to conduct a referendum vote on any matter of national interest.

ARTICLE IX.

Remuneration.

The vice president, treasurer, and the members of the executive committee shall be paid not to exceed ten dollars per diem and necessary expenses which shall be paid from the funds of the American Farm Bureau Federation, while such officers are attending to the business of the organization.

ARTICLE X.

Amendments.

This constitution may be amended by a two-thirds vote at any regular meeting of the board of directors, such amendments to be effective when approved by a majority of the member states.

ARTICLE XI.

By-laws.

The executive committee shall have power to formulate the necessary by-laws for this organization subject to the approval of the board of directors.

ARTICLE XII.

Enacting Clause.

This constitution shall be effective when ratified by ten state organizations.
### APPENDIX F.
#### TABLE OF SMITH-LEVER FUNDS.

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<th>Proportion of total rural population per cent</th>
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<th>Fiscal year 1915-16</th>
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</tr>
<tr>
<td>Washington</td>
<td>536,560</td>
<td>1.0870</td>
<td>16,522</td>
<td>5,435</td>
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<tr>
<td>West Virginia</td>
<td>992,877</td>
<td>2.0119</td>
<td>22,071</td>
<td>10,059</td>
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<td>Wisconsin</td>
<td>1,329,540</td>
<td>2.6691</td>
<td>26,164</td>
<td>13,470</td>
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<td>Wyoming</td>
<td>102,744</td>
<td>0.2081</td>
<td>11,249</td>
<td>1,041</td>
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Total: 49,348,883 - 99,999 - 48,000,000 + 480,000 = 500,000

After 1920 the allotments are to be based on the returns for rural population of the Fourteenth Census.