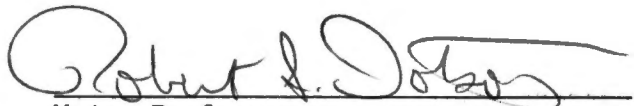


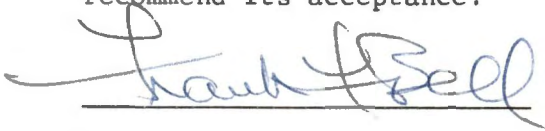
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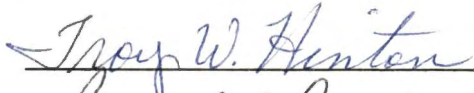
To the Graduate Council:

I am submitting herewith a thesis written by Charles Thomas McBroom, Jr., entitled "A Benchmark Analysis of Selected State and District Data from the Tennessee Extension Management Information System (TEMIS), Fiscal Years 1970 and 1971." I recommend that it be accepted for nine quarter hours of credit in partial fulfillment of the requirements for the degree of Master of Science, with a major in Agricultural Extension.


Major Professor

We have read this thesis and
recommend its acceptance:







Accepted for the Council:


Vice Chancellor for
Graduate Studies and Research

A BENCHMARK ANALYSIS OF SELECTED STATE AND DISTRICT DATA
FROM THE TENNESSEE EXTENSION MANAGEMENT INFORMATION
SYSTEM (TEMIS), FISCAL YEARS 1970 AND 1971

A Thesis
Presented to
the Graduate Council of
The University of Tennessee

In Partial Fulfillment
of the Requirements for the Degree
Master of Science

By
Charles Thomas McBroom, Jr.

March 1972

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ABSTRACT

The primary purpose of this study was to establish a benchmark regarding how Tennessee County Extension personnel spent their time in FY 1970 and 1971 on district and state levels. It also was purposed to determine how Tennessee Extension personnel had planned their time in FY 1971 on the state level and to summarize the projected allocation of Extension time on the state level through FY 1975.

Specific objectives of the study were: (1) to determine the numbers and percents of man-days planned for work related to elements, purposes, subjects, and audiences at district and state levels in FY 1971; (2) to determine the numbers and percents of man-days and contacts, and the numbers of contacts per man-day made on work related to elements, purposes, subjects, and audiences at district and state levels in FY 1970 and FY 1971; (3) to compare the numbers and percents of man-days planned for FY 1971 and time and contacts spent on work related to elements, purposes, subjects, and audiences at district and state levels in FY 1970 and 1971; and (4) to determine how Extension time was planned to be allocated through FY 1975 by elements and purposes, for the entire State of Tennessee.

In the first part of the study, planned and expended planned time totals of all personnel were analyzed using the national Extension Management Information System - State Extension Management Information System (EMIS - SEMIS) elements for FY 1971.

It was found that there were wide variations between time planned to be spent and actual time expended.

Extension personnel in Tennessee tended to underplan in every area except "Forestry Production and Marketing" in which over-planning occurred. Also, spent time in FY 1970 and 1971 was considered. Large increases in time and contact expenditure were noted from FY 1970 to 1971.

Information on planned and expended time was retrieved through TEMIS which was operationalized state wide in part on July 1, 1969.

In the second part of the study, subject code groupings were considered on the district and state level for FY 1970 and 1971. Significant time and contact changes were noted on district and state levels. Also, comparative information on district expenditures was recorded for FY 1971.

The third part of the study considered audience grouping areas on the district and state level in FY 1970 and 1971. Significant shifts in time expenditures and contacts made on the state total level between FY 1970 and 1971 were noted. Comparative information was presented for Extension supervisory staff for FY 1971.

It was recommended that study findings be used by Administrators and Supervisors to enhance future program planning and evaluation. Recommendations for further study were included.

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CHAPTER I

INTRODUCTION

The audiences that constitute the clientele of the Tennessee Cooperative Extension Service are undergoing many and varied changes. Farms continue to grow larger and fewer in number. The trend is toward specialization on large commercial farms. Technology is rapidly changing the face of agriculture. Rising costs of land, labor, and capital have caused major shifts in the agriculture sector. The population is rapidly shifting from a rural to urban population. Youth and home economics also are undergoing parallel drastic changes.

Such changes also affect the Extension Service. As the needs of agriculture, home economics and youth sectors change, so must Extension's educational programs.

The Cooperative Extension Service is an educational arm of the United States Department of Agriculture. Its programs are tailored to fit the needs of its clientele. In other words, as Extension's clientele changes, so must Extension's scope of program emphasis and responsibility change.

The Scope of Extension

The scope of the Cooperative Extension Service as discussed in the publication, A People and a Spirit (1:15),* includes four major

* Numbers in parentheses refer to similarly numbered items in the Bibliography; those after the colons represent page numbers.

categories: (1) Agriculture and Related Industries, (2) Social and Economic Development, (3) Quality of Living, and (4) International Extension. The major categories represent basic types of Extension program activities considered by the Extension Committee on Organization and Policy in making future projects.

The programs of the Tennessee Cooperative Extension Service are divided into thirteen purpose groupings called elements and the basic purposes; then the fifty primary subject matter areas and forty-two secondary subject matter areas and county tasks and income characteristics which encompass the programs of the Tennessee Extension Service (4:1G).

The Function of Extension

The major function of the Cooperative Extension Service, as stated in the Smith-Lever Act (8:10) is:

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

This charter identifies Extension's function as educational. This refers to practical education in action. Extension's educational programs are aimed at helping people solve problems they encounter from day to day in agriculture, home economics, and related subjects.

In carrying out this educational function, Extension staff members join with local people in helping them (8:4) to:

1. Identify their needs, problems, and opportunities.
2. Study their resources.
3. Become familiar with specific methods of overcoming problems.
4. Analyze alternative solutions to their problems where alternatives exist.
5. Arrive at the most promising course of action in light of their own desires, resources, and abilities.

In so doing, Extension workers bring to people the pertinent research information available, and apply Extension teaching methods.

Extension's Future

According to Vines and Parks (11:24):

No organization or group within the Land-Grant College has subjected itself to more self-appraisal, introspection, and self analysis than has the Cooperative Extension Service.

The Extension Service has been very active in considering its changing role. The missing link in Extension's evaluation lies in its converting awareness to action.

In the Extension Review article, "Extension's Future" (11:242), three basic alternatives are suggested for Extension's future due to our changing environment.

1. Provide informal education leadership in agriculture, home economics, forestry, and related subjects on a broad base in both rural and urban areas without responsibility for community or total resource development.
2. Provide informal educational leadership in agriculture, home economics, forestry, and subjects related on a broad base in both rural and urban areas and provide educational leadership for community and resource development in rural areas.
3. Broaden Extension's educational leadership to include all informal educational programs in both rural and urban areas and extend educational programs from all colleges of the university.

If any of these courses are followed, changes and adjustments will need to be faced by Extension and the Land-Grant University.

Whatever direction Extension takes in the future, the evaluation of Extension programs and performance appraisal systems is of increasing importance. To know how Extension is spending and projecting its time should be of great value in the evaluation and directed change of existing programs. Through such study should come Extension's sound and useful future.

Statement of the Problem

The primary concern of this study deals with how Tennessee Extension personnel planned their time in the fiscal (FY) 1971 annual plan (POW) on district and state levels and how they actually spent their time in FY 1970 and FY 1971 on district and state levels. Also, how Tennessee Extension personnel planned their time in the five year plan (POWP) by purposes and elements through FY 1975 on the state level.

Importance of the Study

In order for the Tennessee Cooperative Extension Service to fulfill its mission as the educational arm of the United States Department of Agriculture and the Land-Grant University, it is important to know how Tennessee Extension personnel are planning and spending their time. The Tennessee Extension Administration can then help to evaluate and adjust resources in order to achieve a program that will be more effective.

In 1969, a new Extension planning and reporting system was established in Tennessee. It was called the Tennessee Extension

Management Information System (TEMIS). Its purpose was to provide a systematic flow of planning and reporting data for use in enhancing program planning, evaluation, and reporting efforts. The new computerized system affords a wealth of information which may be broken down into several major areas: Elements, Purposes, Subjects and Audiences. Detailed suggestions or recommendations as to how retrieval data classified under these headings could best be used by district and state officials to improve Extension program effectiveness should be based on a thorough knowledge of present allocations. There also are problems associated with the determination of future programs which a study of such data might help answer. There is a need to see how Extension's time was spent. A projected look at Extension time planned for the five-year projection period should be of further use. With such information in hand, administration, district and county officials working cooperately together should be able to achieve more effective Extension programs in the future.

Objectives of the Study

Some specific objectives of the study include:

1. To determine the numbers and percents of man-days planned for work related to elements, purposes, subjects, and audiences at district and state levels in FY 1971.
2. To determine the numbers and percents of man-days and contacts spent, and the number of contacts per man-day made on work related to elements, purposes, subjects, and audiences on the district and state levels in FY 1970 and FY 1971.

3. To compare the numbers and percents of man-days planned for FY 1971 and time and contacts spent on work related to elements, purposes, subjects, and audiences at district and state levels in FY 1970 and 1971.
4. To determine where Extension time is planned to be allocated through FY 1975 by elements, and purposes, on the state level.

Limitations of the Study

This study will be limited to the Tennessee Extension Service personnel. The study will be limited to collection and analysis of data on the district and state levels though some county data will be available. Also, purposes are available for use in the determination of planned state time through FY 1975.

Definitions of Terms

For the purpose of this study, the following terms are defined in the sense that they were used.

Cooperative Extension Service. That organizational entity of the Department of Agriculture and the land-grant system created under provisions of the Smith-Lever Act and subsequent related legislation which conducts educational programs of an informal, non-resident, problem oriented nature (1:17).

County Extension Program. It is the sum total of all Extension work done in the county, including planning and plans, carrying out of five-year and annual plans, and evaluation and reporting of progress made toward objectives and goals. There is one county Extension program

in each county consisting of everything done in all appropriate work areas and with all appropriate audiences (3:1).

Tennessee Extension Management Information System (TEMIS).

Tennessee Extension Management Information System is a modification of State Extension Management Information System (SEMIS) to serve the specific needs of the Tennessee Extension Service (4:1).

Accuracy of Planning. Refers to how nearly district and state units actually spent time compared to how they planned to spend their time.

Elements. Represent major Extension codes under which purposes may be grouped. These elements relate to national elements and carry the same names and relate to the same areas as on the national level (4:1).

Purposes. Represent the educational approach used in an Extension program and are recorded in the weekly activity report. Purposes also appear in the POW and POWP and are used for planning efforts on the county, district, and state level for annual and five-year planning (4:2).

Subjects. Subjects are those items chosen to indicate (primary or secondary) subjects taught during the performance of an Extension educational effort from the TEMIS handbook and are recorded in the weekly activity report. These subjects also appear in POW and POWP and are used for annual and five-year planning on the county, district, and state levels (4:2).

Audiences. Audiences are selected from the TEMIS handbook and should indicate the primary audience contacted or the primary audience for which educational materials were prepared in carrying out an

Extension program and are recorded in the weekly activity report.

Audiences appear in the POW and POWP and are used for planning on the county, district, and state level for annual and five-year planning.

Annual Plan of Work (POW). The written end product of annual planning is called the annual plan of work. Major elements of the annual plan of work include: (1) priority objectives and participation goals selected for each work area and audience; (2) a brief statement of facts telling why the priority objective or goal is important; (3) county tasks related to each priority objective and goal; (4) code numbers identifying related state purposes, primary subjects, primary audiences, and income characteristics, and primary teaching methods; (5) starting and completion dates, and total man-days to be allocated; (6) staff responsibility (who will do it); and (7) evaluative methods to be used in checking progress (3:1).

Five-Year Plan (Plan of Work Projection, POWP). It is the written, end product of five-year planning, and serves as a basis for the formulation of the county Extension annual plan of work. Major elements of the Projection for all sections excepting 4-H and other youth include for each work area: (1) the situation, including enough information so that major problems either emerge clearly or are identified; (2) five-year objectives; and (3) county tasks (teaching objectives). Major elements in the 4-H and other youth section include for each audience: (1) the situation; (2) five-year participation goals; and (3) county tasks (adjustments needed in organization, leadership, recognition and sponsorship; and project and activity work). Code numbers for related state purposes, primary subjects, primary audiences,

county tasks and income characteristics are keyed into the Projection in keeping with the TEMIS system. Revisions are made annually as needed, and an Annual Revision developed. Priority five-year objectives, participation goals and county tasks are then selected from the projection to serve as a basis for annual Extension planning (3:2).

Five-Year Planning. It is the process of long-range (five-year) county Extension program planning undertaken by county Extension staff members, frequently, but not always, involving representative county lay people (referred to as a program development committee and or study committees) and appropriate resource people. It and the five-year plan (Plan of Work Projection) that results serve as bases for other parts of the program development cycle. The process includes annual study for the purpose of: (1) up-dating and making other necessary changes in the five-year plan; (2) writing of the Annual Revision; and (3) selecting priority five-year objectives and participation goals for use in annual Extension planning (3:2).

Annual Extension Planning. County Extension annual planning is primarily the responsibility of the county Extension staff. It is a process that includes: (1) stating of priority objectives and goals and related county tasks; (2) telling why objectives and goals listed are important; (3) selection and identification of appropriate items with TEMIS code numbers; (4) deciding on starting and completion dates; (5) telling who will be responsible; and (6) indicating how progress toward objectives will be measured (3:2).

Fiscal Year (FY). Represents the period from July 1 of one year through June 30 of the following year. The fiscal year gets its date

(e.g., fiscal 1971) from the year in which the June 30 at its end falls.

Planned Time. Is the amount of time planned and recorded in the annual county plan of work.

Spent Time. Is the actual time spent in Extension work on the county level and is recorded through the Weekly Activity Report and summarized at The University of Tennessee.

District Level. Will refer to the summary of material collected from the counties within a specific district.

State Level. Will refer to the summary of material collected from all counties (and or districts) in Tennessee.

Personal Contact. Contacts can be made through office visit, telephone call, personal letter, personal contact, group meetings, mass media, and circular letters when pertaining to county, district, and state programs (4:4B).

Method of Investigation

A detailed analysis of how the Tennessee Cooperative Extension personnel planned and spent their time on the district and state levels was obtained from the current reporting systems. TEMIS, was operationalized state-wide July 1, 1969. The study covered the FY 1970 and 1971 periods. Data was reported in man-days and contacts.

Tennessee Extension personnel started reporting their time July 1, 1969 (FY 1970), but did not start planning their time until July 1, 1970, for FY 1971. This created a lag effect in which a report of expended time was available for FY 1970 but no report of planned time for that fiscal year was available.

In this present study, expended time for FY 1970 was compared to expended time for FY 1971 on district and state levels by man-days and contacts by state elements, purposes, subjects and audiences to help establish a benchmark for future direction and trends.

The POW was used to secure the planned time for the period July 1, 1970 - June 30, 1971, or FY 1971. This time, again, was secured by state elements, purposes, subjects and audience on the district and state levels by man-days. The planned time was compared to the expended time and major deviations were recorded by elements, purposes, subjects and audiences.

Further, POWP time was analyzed. POWP time covered the time period FY 1972 - 1975 and was recorded on the state level by elements, and purposes in man-days. POWP time will assist in giving clues to Extension's areas of planned program emphasis.

Since the present study is primarily intended to establish a benchmark, little may be said about program planning and emphases for the future. Later studies in this area should help provide clearer indications of Extension's future role.

In this analysis, the time of all Tennessee Cooperative Extension Service personnel was used. Analyses were made using Tennessee Extension Elements, Tennessee Extension Purposes, Tennessee Extension Subjects, and Tennessee Extension Audiences.

The Tennessee Extension personnel spent time was secured from weekly activity reports. The annual planned time and the five-year planned time by purposes was secured from computer print-outs.

The statistical methods were (1) percent variations on district and state spent time for FY 1970 and FY 1971 using man-days and contacts by elements, purposes, subjects, and audience. Then a comparison of percent totals was made between FY 1970 and FY 1971 by elements, purpose, subject, and audience. (2) Percent variations of planned versus spent time for FY 1971 on district and state levels by elements, purposes, subjects, and audiences. (3) An analysis of 1972 - 1975 state planned time by elements and purposes.

The Tennessee Extension purposes were grouped under the thirteen national elements. These national elements were adopted into the TEMIS system at its beginning. The purposes are grouped numerically and follow in order under the elements. The purposes are grouped as follows:

<u>Element</u>	<u>Purpose Codes</u>
Improving Farm Income	10, 11, 20, 21, 22, 30, 31, 32, 33, 41, 42, 50, 52, 60, 61, 62, 63
Soil and Water Conservation	110, 120, 121, 130
Marketing and Distribution	190, 200, 210, 220, 230, 240
International Extension	300, 310, 320
Improve Nutrition	380, 381, 382, 390 391, 392
Safety and Disasters	460, 470, 480, 481
4-H Youth Development Programs	540, 541, 550, 560 570, 580

Family Living	630, 631, 632, 640, 650, 651, 652, 653, 654, 655, 656, 660, 661, 670, 680, 690, 700, 710, 720
Community Development	730, 740, 741, 750, 760, 770, 771
Recreation, Wildlife, and Natural Beauty	810, 820, 830
Forestry Production and Marketing	870, 871, 880, 881, 890
Resource Protection Environmental Improvement	900, 910
Program Leadership and Administrative Support	940, 941, 942, 943, 944, 945, 946, 947, 970, 980, 990

These thirteen elements will be discussed in Chapter III on the state and district levels.

The TEMIS handbook lists one hundred and fifty-eight primary subject items and forty-five secondary subject items. These items were combined by the Tennessee Extension personnel to create eight hundred and eleven valid TEMIS subject codes. These TEMIS codes were then grouped into seventy-one subject groups for specialist and administrative use. The primary items are grouped according to the primary numbers only (secondary items used will fall under the primary subject they were used with). The organization of the subject list includes a horizontal and vertical list. Horizontal organization requires a primary and secondary subject code. Vertical subject codes do not require selection of primary or secondary codes.

The subject groupings are as follows:

<u>Subject</u>	<u>Subject Codes</u>
Food (all)	02, 6112
General Agriculture	04
General Economics	05
Mechanical Science	06
Animal and Animal Products	07
Beef and Beef Products	08
Dairy and Dairy Products	13
Forage Testing	11
Horses	14
Poultry and Poultry Products	15, 16, 17
Sheep and Sheep Products	19, 22
Other Animals	27
Crops and Crop Products	28, 29, 50, 36, 39, 41, 40, 43, 45, 47, 49
Corn	30
Cotton and Cotton Products	31
Feed Grains	32
Swine and Swine Products	23
Soybeans	44
Tobacco	46
Horticulture (general)	34, 33, 37, 35, 48 38?
Soils (general)	42 46, 26, 25
Home Economics (general)	51

Clothing	52, 53
Crafts	54
Equipment	55, 6113
Family Economics	56
Home Furnishings	57, 58
Housing	59
Conservation and Utilization of Natural Resources	6000, 6001, 6006, 6007, 6010, 6011, 6012?, 6013, 6014, 6015
Wildlife	6002
Forestry and Forestry Products	6003, 6004, 6005, 6008, 6009
Family Living and Environment	6100
Health	6103
Home Garden	6104
Home Grounds and Landscaping	6105
Human Development	6106
Human Relations	6107
Personal Appearance	6108
Reading Programs	6109
Safety	6110
Nutrition	6111, 6101, 6102
Pests	6115
Science Programs	7200, 7203, 7206
Emergency Preparedness and Natural Disasters	7204, 7207
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Citizenship	7201
Photography	7202
Institution Management and Operations	7300
Leadership Development	7301
Organizational Work	7302, 7303, 7304, 7305
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Natural Resource Development	7350, 7351, 7360, 7361
Community Education	7352, 7362, 7368
Transportation	7355
Government	7365
Legislation	7367
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Planning or Zoning	7369
Pollution (General)	7370, 7371, 7372, 7373, 7374, 7375, 7376, 7377, 7378, 7379
International Programs	8000, 8001, 8002
Program Development	8013, 8101, 8220
Program Review, Project Proposals, Pilot Programs	8100, 8103, 8104
Program Evaluation	8102
General Office Work	8213
Leave (annual)	8204
Leave (other)	8205, 8206, 8214

Leave (sick)	8207
General Staff Conference	8215
Civil Rights	8216
Administrative Functions	8209, 8203, 8202, 8201, 8208, 8210, 8218, 8219, 8211, 8212
Training	² 8217, 8221, 8230, 8231, 8232, 8233, 8240, 8241

The time spent and contacts made in these subject grouping areas on the state and district level were then recorded. On the state level, information was available in FY 1970 and 1971. On the district level, time and contacts made, were available for FY 1971. Further discussion of the Tennessee State subjects will appear in Chapter IV.

The TEMIS handbook contains ninety-nine audience types. These audiences were grouped in thirty-two audience groupings for specialist and administrative use. These audiences are coded from one to ninety-nine. They were grouped for simplicity of discussion and ease of tabulation. The original audiences appear in the TEMIS handbook and are listed numerically.

These ninety-nine audiences were then grouped into these thirty-two groups.

<u>Audience</u>	<u>Audience Codes</u>
Association	1, 2, 3, 4, 5, 6, 7, 8

Business (non-cooperative)	8, 10, 11, 12, 13, 14, 15, 16, 17, 22
Producers (non-cooperative)	18
Rapid Adjustment Farm	19
Resource Management Farm	20
Cooperatives (general)	25, 26, 28, 29, 30 32
Family Members and Parents	33
Home Demonstration Club Members	34
Young Homemakers	35
Senior Citizens	36
Working Women	37
Public Housing Tenants	38
Handicapped	39
Disadvantaged	40
Donated Food Participants	41
Food Stamp Recipients	42
Homemakers	43
Leaders	45, 46, 47, 48
Professional Extension	50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 23, 27
Professional--Non-Professional (Non-Extension)	61, 62, 63, 64
Non Professional Extension	92, 31, 66, 60
Youth	17, 72, 21, 65, 55, 83, 67, 68, 69, 24

Adults (general)	70, 78, 49
Committees	73, 74, 75, 76, 77
Development Organizations	80, 79, 71
Community Clubs	81
Home Demonstration Clubs	82
Universities and Colleges	84, 85, 86
All Government Bodies	95, 93, 91, 90, 89, 88, 87
County Agricultural Extension Committee	94
Private Agencies	98, 97
Cooperative and Federal Extension Service	99, 96

These groupings will appear in Chapter V, when the audience expenditures of time and contacts are discussed.

CHAPTER II

REVIEW OF LITERATURE

There is a wealth of information available on the history, philosophy, and objectives of the Cooperative Extension Service. There also is information available on Extension programs and Extension program planning. However, there is relatively little information available on the computerized State Extension Management Information System (SEMIS). A modification of this system (TEMIS) came into use in the state of Tennessee in 1969 for the collection, planning and processing of data regarding allocation of Tennessee Extension workers' time and contacts made. This computerized system affords the Extension worker an opportunity to relate his efforts toward the entire Extension effort.

Selected literature for this review will be grouped under three principal headings: (1) a historical look at Extension program development, planning, and emphasis; (2) the Tennessee Extension Management Information System; and (3) related Extension studies.

A Historical Look at Extension Program Development, Planning and Emphasis

Extension traces its program efforts back to the period 1914 - 1920 where it found itself striving to find its role in our changing society. In this early period, the switch from a nearly total agrarian society to an urban-industrial society had already begun. The pressures of World War I then quickly caused Extension to become primarily "execution-oriented," according to Sanders (6:89). Problems in this period were many and varied and urgently needed solving. Programs were

formulated by the Extension Service and evaluation was almost non-existent. Programs were usually production-oriented and were pre-determined, according to Kelsey and Hearne (5:125).

In the post World War I era, Extension found a different role, that of helping and involving lay people in community projects. This period was called the self-determined period by Kelsey and Hearne (5:126) where the Extension leaders served as agents of the people. This was a major step toward program development because now agents could gather information informally and help farmers with their problems through a planned program.

In the World War II and post-war eras a fact-determined Extension program was established. Sanders (6:92) summarized this era in this manner:

In retrospect, the World War II era may be seen not only as one which necessitated predetermined programs, but also one in which local people played a much larger part in adapting programs and facilitating their use in local situations. This era might be named the predetermined and self-determined coordination effort in the programming function.

The post-war period found Cooperative Extension groping for maturity. The United States population was shifting from an agrarian or rural society to an industrial or urban society. Many sectors of the country were described as depressed, underprivileged or underdeveloped even though the standard of living of many people was the highest ever known in the United States. Problems became interwoven between rural and urban people. Sanders (6:92) states that:

For these reasons, Extension efforts were marked with new and broader or more intensified approaches to program planning, execution, and evaluation. . . . This movement was termed the program-projection approach to programming.

With increased emphasis on assisting depressed areas, Extension began a pilot program in the late 1950's to develop selected rural areas. Sanders (6:92) indicates:

This attempt toward a more useful Extension programming function was termed rural development. It later expanded to include social welfare and total economic development. This expanded approach to programming is known as rural areas development. Its basic objective is that of developing total economic and human resources of an area to their fullest potential and to the highest possible level of human satisfaction. Its major emphasis is consistent with concepts of the planning, execution, and evaluation processes of the programming functions.

New approaches to Extension planning were manifested primarily in program projection, rural development. Also, in this period a firm stand was taken by the Extension Committee on organization and policy. Program making policy emphasis and procedure were strengthened to move more effectively toward long-range planning and evaluation of people's needs, as noted by Sanders (6:92). Greater assistance was given in helping people collect and analyze problems and build sound programs directed at improving all segments of the community.

The Joint Committee Report on Extension Programs, Policies and Goal summarizes Extension's accomplishments over a third of a century in this way (9:1).

Some of the areas and ways in which this service has accomplished important results are: counseling on farm problems; securing application of the findings of research on the whole range of farm operations from land use, soil treatment, crop and livestock production to better farm management and business methods, better homes and better farm and community living; working with rural youth; helping farmers solve problems through group action; mobilizing rural people to meet emergencies; developing an understanding of the economic and social factors affecting family living and agriculture in general.

The Extension Service will probably continue to use lay leadership and use these people in program planning. Also, Extension will continue to cooperate with other agencies to create and continue a strong educational program. In the report of the joint United States Department of Agriculture-National Association of State Universities and Land-Grant Colleges (USDA-NASULGC) Extension Study Committed A People and a Spirit, the committee speaks of program recommendations (1:91).

The Joint Study Committee acknowledges the changes which have been made by Cooperative Extension in adapting programs to current needs of society. The committee believes, however, that significant additional modifications will be required in the decade ahead.

In this brief review, it is apparent that Extension is now program-oriented and future emphasis will apparently lie in the construction of stronger programs which will reach more people and ultimately carry out Extension's broad primary function, that of education. Proper evaluation of such programs should strengthen the total program and ultimately make for better Extension educational efforts.

Tennessee Extension Management Information System

Tennessee Extension workers have always reported their time from the county to state level in some reporting form.

TEMIS is a computerized planning and reporting system. It was designed to accumulate, store and process data concerning what Extension staff members plan to do and what they have actually done. The computer is used to accumulate, store and process needed information. Computerizing the system of planning and reporting does not remove the opportunity or responsibility of the planning unit (county, department, etc.) to

develop and executed educational programs designed to bring about desirable changes. These should actually enhance the Extension workers performance by creating the opportunity for him to look over the past year's performance in terms of planned versus spent time and in this way create a more effective program.

The TEMIS system was operationalized in part July 1, 1969, when Extension workers started reporting their time. The planning or plan of work was brought under the system July 1, 1970, for FY 1971. This created a lag between the spent time and planned time. Various considerations will be given to this point later in the study.

TEMIS encompasses five major areas which include: (1) POWP; (2) POW; (3) Activity Report; (4) Progress Report; and (5) Personnel Records.

The TEMIS Handbook defines and revises these areas as follows (4:2A-5A).

Plan of Work Projection (POWP). The POWP is the same as the document previously referred to as a five-year plan. Some characteristics of the POWP include the following:

- (1) The POWP estimates the time (man-days) to be expended for each Extension Purpose (long-time objective) for four fiscal years. This plan, in conjunction with each year's POW provides the estimated work plans for five years.
- (2) The plan encompasses fiscal years; that is from July 1 through June 30 of the following year, for a five-year period.
- (3) It is up-dated and one year added annually.
- (4) Computerizing the planning and reporting system requires that the plan be coded.

A "code" is nothing more than an alphanumeric symbol which represents a particular idea or object. Both numbers and letters are used as codes--depending on the item.

Plan of Work (POW). The POW is the same as the document previously called the Annual Plan of Work. Some characteristics are as follows:

- (1) The plan covers a fiscal year, July 1 - June 30.
- (2) It indicates the estimated time (man-days) to be expended on each task or teaching objective included in the POW.
- (3) The POW is coded to permit the use of the computer in storing and retrieving information relating to the POW.

Weekly Activity Report. An activity is any specific effort expended which identifies the purpose, subject, and audience type combination.

The activity report is a tool for maintaining a current record of planned and unplanned activities. Activities in the conduct of an Extension educational program are recorded daily on the weekly activity report form using codes designated in the handbook. Each purpose, subject, audience, etc., is assigned a number or letter code.

The completion of the Weekly Activity Report poses some difficulties for new workers at first. However, once they become accustomed to the coding system, they are usually able to code their daily activities in from five to ten minutes per day.

The Weekly Activity Report is mailed weekly (each Monday) to the district supervisor's office. This report replaced a Monthly Statistical Report (Adm. Form 13A), Monthly Report of Specialists

(Adm. Form 14), and the Annual Statistical Report of former years.

Instructions for completing the TEMIS Weekly Activity Report appear in the handbook.

Progress Report. The Progress Report is a narrative report stating the quantitative and qualitative changes which occurred as a result of Extension educational program. The report is developed semi-annually and replaced the Monthly Narrative Report (Adm. Form 13B) and the Annual Narrative Report.

Personnel records. TEMIS also provides for a personnel data file for each professional staff member. This file includes such data as salary, degree, length of service, major college subject, etc. This record is up-dated as changes occur.

It is believed that after several year's under this system, the information gathered and stored should be of great use in program projection, deciding on Extension program priorities and future Extension resource allocation.

Related Extension Studies

In Extension today, one of the primary concerns is the involvement of volunteer lay people. How Extension plans and spends its time will to a large degree determine how effective Extension personnel will be. The planning process therefore, is of extreme importance to the Extension agent and a thorough knowledge of this process is essential to the agent.

Smith (7:19) in Analysis of Factors Associated with Present and Future Program Emphasis of Florida Cooperative Extension Service outlines

five basic objectives in light of program planning and emphasis.

1. To determine the relationship of program emphasis as indicated in the plan of work and actual emphasis of planned expended time as determined from activity reports for the total Florida Cooperative Extension program.

2. To determine the relationship of time planned to be spent in various activities to the actual way in which planned time was spent. This relationship was analyzed to see if there was a relationship between accuracy of planning and the way the County Extension Director worked with planning type activities, with advisory type organizations and selected personal characteristics of the county director.

3. To determine what the Florida Cooperative Extension administration felt the program emphasis should be in five years.

4. To determine the attitudes of Florida Cooperative Extension Service personnel in regards to future program emphasis.

5. To determine the relationship of attitudes of Florida Cooperative Extension Service personnel toward future program emphasis using selected personal characteristics.

Smith (7:146-159), then analyzed these objectives and computed chi-square values on certain items with .01 value being significant.

Some of Smith's major findings and conclusions appear below.

1. The variation between planned and expended planned time on most items varied widely in the National Elements, State Program Areas, State Extension Subjects, State Extension Purposes and Audience Types. The major elements and subjects in which small variations occurred. In these major areas are as follows.

2. In the National Element, Improving Farm Income, a very low variation existed between planned and expended time.
3. The National Elements relating to home economics had relatively low variations between planned and expended planned time.
4. The animal husbandry related State Program Areas had relatively low variations between planned and expended planned time.
5. The State Program Areas of Swine and Community Resource Development (Agricultural Economics) had very low or almost no variation between planned and expended planned time.
6. State Extension Subjects Beef, Nutrition, Clothing and Textiles, and Public Facilities and low variations between planned and expended planned time.
7. State Extension Purpose Production Efficiency had a very low variation between planned and expended planned time.
8. In the Audience Type Producer (Agricultural) more man-days were planned and expended than with other audience types.
9. Personal characteristics of the County Extension Director, population of county worked in by the County Extension Director, Selected Extension Subjects and Audiences worked with by the County Extension Director and attitude toward projected Extension program emphases of all County Extension personnel were not significant when associated with accuracy of County Extension planning.
10. Sex, age, institution awarding last degree, graduate and undergraduate major, Extension district, degree, position and salary of respondents were significant factors when associated with attitude toward projected Extension program emphasis.
11. Using the State Program Areas to determine attitude toward projected program emphasis, 52 per cent of the Florida Cooperative Extension staff felt that about the right amount of time was projected, 32 per cent felt that not enough time was projected and only 16 per cent felt that too much time was projected.

The author feels the data indicated that those staff members trained in technical agriculture were production-oriented and lacked

an understanding or knowledge of the importance of involving lay leaders in planning and implementing programs.

The data indicated that the County Extension Directors actually spent a relatively small amount of time in planning activities and with advisory or planning type organizations, with a substantial number spending no time in these areas.

In general, there was a strong sentiment for more time to be projected for farm income and traditional agriculture, compared with other areas, and an almost equally strong sentiment against some of the new program areas. The data indicate that the male staff members who, in general, had agriculturally related graduate and undergraduate majors and attended the University of Florida, felt that too much time was projected in the various areas. Staff members with Doctor's degrees and those receiving higher salaries, who were mostly men, also felt that too much time was projected.

The female staff members, with different graduate and undergraduate majors and usually attending other institutions, felt in general that not enough time was projected in Extension programs.

In the Extension Review Article "Agent Performance in Programming" (10:149), Utz stated that the actions of an agent on the personal level is the key to an effective program. Findings from a Kentucky study support the thesis that (10:149):

Agents' programming effectiveness is greatly influenced by the scope of their personal environment relative to the local society and the organization.

Further, in this study (10:149):

Agents rated high in programming effectiveness by their supervisors had a tendency to give more consideration to the total situation affecting people of their county than did those who were rated low. Low rated agents tended to limit their programs to farm people and the subject matter to agriculture; high rated agents felt that the program should involve people in addition to farm families and that the needed subject matter extended to areas in addition to agriculture.

In summary, the article challenges the agent to go beyond the mere dissemination of information on agricultural production. The agents who view their jobs as that of contributing to the objectives of the service by dealing with complex interdisciplinary problems are the most effective agents. There is also a need for administration to create an opportunity for a higher degree of personal satisfaction as agents contribute to the objectives of the Extension service.

Boyle (2:17-52), in The Program Planning Process with emphasis on Extension outlines five phases through which programs are planned.

- Phase I - The formulation of a broad organizational philosophy, objectives, policies and procedures for program planning in the state.
- Phase II - The identification and clarification of a need and preparation for planning county programs.
- Phase III - The organization and maintenance of a county planning group.
- Phase IV - The reaching of decisions on the problems concerns and opportunities.
- Phase V - The preparation of a written program document.

Implications of this study for Extension are:

The findings from this project seem to indicate that Extension personnel are encountering some difficulties in carrying out this complex program planning process. This conclusion leads to several significant implications for the Extension service.

1. Personnel in the Extension Service must acquire an understanding of the planning process and all concepts related to it. This will require a great deal of training and guidance.
2. An over-all design for the planning process should be identified by each Extension Service. Studies have shown that the development of a design for planning will help the staff feel secure in providing competent leadership in this whole effort.
3. Planning efforts can be effective only if favorable relationships are established with representatives from government, other agencies and key individuals. Educational leadership by Extension personnel requires developing cooperation and coordination in the planning effort among the professional staff of all agencies who work directly with the problems of people.

Program planning, emphasis, and evaluation are important parts of Extension work. If properly and efficiently carried out and taken with a good attitude, TEMIS can provide invaluable tools to the Extension agent.

CHAPTER III

PURPOSE GROUPING ANALYSES

Chapter III will be divided into three parts. Part I being an analysis of Tennessee State Extension planned and spent time in FY 1970 and 1971 by elements. Part II will be an analysis of time spent on the district level in FY 1970 by elements. Part III will be an analysis of planned time in the FY 1972 through 1975 by elements. This last time represents the POWP time which has been defined earlier.

The analyses will be presented for the thirteen major purpose groupings called elements under FY 1970 and 1971 according to man-days and percents of total man-days expended and contacts per man-days made (see Table I).

Part I: State Time Planned and Spent, FY 1970 and 1971

As seen in Table I, the first element, "Improving Farm Income," represents the general agricultural section of the Extension workers' time. A total of 21,707 man-days was expended in FY 1970 compared to an almost equal 21,621 man-days expended in FY 1971. In FY 1970 this represented 13.59 percent of the total time expended by Extension personnel; whereas, in FY 1971 this represented only 11.76 percent of the time expended by Extension personnel. The large difference between the two percentages is due to the added input of 23,901 man-days into the total program in FY 1971. In FY 1970 under this element 437,563 contacts were made, which represented 9.32 percent of all contacts made by Extension personnel that fiscal year. Extension personnel

TABLE I

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) NATIONAL ELEMENT
TIME EXPENDITURES ON THE STATE LEVEL FOR FISCAL 1970 AND 1971

National Extension Elements	FY 70			FY 71		
	State Spent Time			State Spent Time		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
Improving Farm Income	21,707	13.59	437,563	21,621	11.76	476,635
Soil and Water Conservation	307	19	5,752	270	14	10,832
Marketing and Distribution	3,842	2.40	454,926	4,042	2.20	564,293
International Extension	34	.01	486	48	.02	554
Improve Nutrition	36,977	23.14	373,257	55,986	30.48	533,030
Safety and Disasters	380	.23	12,344	399	.22	10,002
4-H Youth Development Programs	32,488	20.33	2,265,294	37,584	20.47	2,522,380
Family Living	9,730	6.08	350,623	10,435	5.68	339,340
Community Development	2,856	1.78	150,308	2,848	1.53	146,788
Recreation, Wildlife, and National Beauty	226	.14	9,490	175	.10	4,247
Forestry Production and Marketing	923	.57	9,623	916	.50	28,342
Resource Protection						
Environmental Improvement	38	.02	1,117	110	.06	4,064
Program Leadership and Administrative Support	50,244	31.44	622,420	48,425	26.38	658,033
TOTAL	159,752	99.92	4,691,203	182,861	99.97	5,298,547

using the purposes grouped under this element made 20 contacts per man-day in FY 1970 (see Table II). In FY 1971, 476,635 contacts were made and this represented 8.97 percent of all contacts made in FY 1971. In element one, an increase from 20 contacts per man-day to 22 contacts per man-day is noted for FY 1971 over 1970. Contacts per man-day are derived from dividing the man-days expended into total contacts made in that specific area or element.

In the second element, "Soil and Water Conservation," relatively little time is spent (see Table I). In FY 1970, 19 contacts per man-day were made while in FY 1971, a massive 40 contacts per man-day were made. Study of contacts per man-day may not give an accurate picture here because so few man-days were expended and contacts made.

Under the third element, "Marketing and Distribution," Extension personnel expended only 2.4 percent of their time. They made 9.69 percent of their contacts resulting in a figure of 118 contacts per man-day in FY 1970. In FY 1971, 2.2 percent of Extensions' time was expended for the third element and 10.64 percent of the total contacts were accounted for. An average of 140 contacts per man-day was made through work in this element in FY 1971. The larger number of contacts per man-day would indicate teaching through large groups or mass media.

The fourth element, "International Extension" (see Table I) represents an extremely small portion of Extension's total time and contacts (less than one-half of 1 percent) and does not demand discussion at this point. Purposes included here can best be discussed by subject and audience and will appear later in the study.

TABLE II

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) CONTACTS
PER MAN-DAY ON THE STATE LEVEL IN FISCAL 1970 AND 1971

Element	State Contacts Per Man-day Fiscal 1970	State Contacts Per Man-day Fiscal 1971
1. Improving Farm Income	20	22
2. Soil and Water Conservation	19	40
3. Marketing and Distribution	118	140
4. International Extension	14	12
5. Improve Nutrition	10	9
6. Safety and Disasters	32	25
7. 4-H Youth Development Programs	70	69
8. Family Living	36	33
9. Community Development	53	50
10. Recreation, Wildlife, and Natural Beauty	38	24
11. Forestry Production and Marketing	9	31
12. Resource Protection Environmental Improvement	30	37
13. Program Leadership and Administrative Support	14	13
Total Average	29	29

Element five, "Improve Nutrition," represents one of the largest single expenditures of Extension time. In FY 1970, 36,977 man-days representing 23.14 percent of all Extension time was devoted to nutrition. The large block of time was due mainly to the growth and emphasis placed on the expanded nutrition program in Tennessee. In FY 1971, an even larger 55,986 total of man-days was spent in expanded nutrition; this represented a large 30.48 percent of all Extension time. The large increase in time spent from FY 1970 to FY 1971 was mainly due to personnel increases across the state to do nutrition work. In FY 1970, only 7.95 percent and in FY 1971 a surprisingly low 10.06 percent of the total contacts made by Extension personnel were made through this element. In FY 1970, only 10 contacts per man-day were made and in FY 1971 a similar 9 contacts per man-day were made. The apparent reason for the low number of contacts per man-day is that contacts in "Improve Nutrition" as in "Improving Farm Income" are necessarily made on a one to one basis. This means that Extension personnel working with low income people in the nutrition area are working on more an individual than group teaching basis.

Element six, "Safety and Disasters," represented a small portion of Extension time and contacts (see Table I, page 33). This area received little or no attention in either FY 1970 or FY 1971 and represented less than one-half of 1 percent of Extension's total time or contacts.

Element seven, "4-H and Youth Development Programs," received major emphasis in both FY 1970 and 1971. In FY 1970, a total of 32,488 man-days, accounting for 20.33 percent of Extension time, was devoted

to youth programs. In FY 1971, a total of 37,584 man-days, accounting for 20.47 percent of Extension time, was devoted to youth programs. In FY 1970, 2,265,295 contacts or 48.29 percent of all contacts were made in this area. In FY 1971, a similar 2,522,380 contacts were made accounting for 47.59 percent of all Extension contacts that year. These figures represent, then, nearly one-half of all Extension contacts. These figures would seem to indicate the great influence placed on county staffs by administration in this specific area. There were 70 contacts per man-day in FY 1970 and 69 contacts per man-day in FY 1971. The relatively large number of contacts per man-day possibly indicates that the Extension personnel worked more with groups of youth than with individuals.

Element eight, "Family Living," constituted 6.08 percent of expended man-days in FY 1970 and 5.68 percent of expended man-days in FY 1971. Contacts for FY 1970 constituted 7.48 percent and 6.38 percent of total contacts in FY 1971. Contacts per man-day were 36 for FY 1970 and 33 for FY 1971. The Extension agent responsible for general home economics work usually uses purposes under this element. Work in this area is done mainly via individual contacts and group contacts as the number of contacts per man-day for FY 1970 and FY 1971 bear out. The emphasis in element five, "Improve Nutrition," appear to have somewhat overshadowed the area of family living. It would be expected that more time should be devoted to this broad area. Family living and conditions around the home directly and indirectly affect most of the other major Extension program areas, such as 4-H and Youth Development, Expanded Nutrition Programs, Community Development and Farm Income Programs. The

home is the basic social and educational unit and if Extension personnel are to carry out effective Extension programs the home must continue to be a focal point.

"Community Development," element nine, is an area where Extension personnel spent 1.78 percent of their time and 3.20 percent of their contacts in FY 1970. In FY 1971, they spent 1.53 percent of their time and made 2.77 percent of their contacts.

"Recreation, Wildlife, and Natural Beauty" (element ten), "Forestry Production and Marketing" (element eleven), and "Resource Protection Environmental Improvement" (element twelve) represented only fractions of percents of Extension time and contacts (see Table I, page 33). These elements and related purposes are usually related to specific geographical locations in the state. Thus, data concerning these elements and purposes appear distorted if viewed with data from areas of major importance at the state level. Specific elements and purposes in these areas will be considered at the district level.

Element thirteen, "Program Leadership and Administrative Support," represented the largest single expenditure of time in FY 1970. Man-days expended were 50,244 which was 31.44 percent of Extensions' time. Also, contacts in this element represented 13.25 percent of the total contacts made. In FY 1971, however, a reduced 48,425 man-days were expended in this element which represented 26.38 percent of man-days expended. A total of 1,819 more man-days were expended in FY 1970 than in FY 1971. There also were 36,613 more contacts made in 1971 than in FY 1970. The percentage of total time devoted to this element dropped 5.06 percent. The area of "Program Leadership and Administrative

Support," demands further explanation at this point. The element is broken down into eleven purposes. The area of "Program Leadership and Administrative Support" is somewhat misleading in that it contains a variety of purposes which are "catch-all" areas. The large time expenditures in this area in FY 1970 and 1971 are due to this variety of purposes. The purpose codes 940 through 990 encompass this element (see Appendix, Table XVII). The element contains purposes which relate to annual leave, sick leave, program evaluation, program development, military leave, inservice training, graduate training, program leadership, and general office work. The TEMIS handbook will provide further breakdown within these areas and define each. The general nature of this element would seem to account for the large time expenditures.

Tennessee Extension personnel plan their time in the plan of work commonly called "The Annual Plan." This part of the study is concerned with an analysis of the total Tennessee Cooperative Extension staff and the way they planned and expended their time. Tennessee Extension personnel strive to plan 60 to 80 percent of their time in the plan of work to be incorporated with weekly activity report data for use in this part of the analysis.

The information on planned time accounted for 80.8 percent of the total time of the staff and is based on the total planned time reported during FY 1971.

Table III shows planned and expended time according to the national elements except for purpose code 392 which represented program assistants. In order to look at the professional Extension personnel, the non-professional Extension workers must be separated. Data in

TABLE III

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) NATIONAL ELEMENT
PLANNED VERSUS EXPENDED TIME ON THE STATE LEVEL IN FISCAL 1971

Elements	FY 71 Planned Time		FY 71 Spent Time		Percent Time Planned Actually Spent
	Man-days Planned		Man-days Expended		
1. Improving Farm Income	21,377		21,621		101.1
2. Soil and Water Conservation	253		270		106.7
3. Marketing and Distribution	3,268		4,042		123.7
4. International Extension	3		48		1600.0
5. Improve Nutrition	5,217		6,377		122.2
6. Safety and Disasters	345		399		115.7
7. 4-H Youth Development Programs	31,661		37,584		118.7
8. Family Living	10,135		10,435		103.0
9. Community Development	2,422		2,848		117.6
10. Recreation, Wildlife and Natural Beauty	140		175		125.0
11. Forestry Production and Marketing	1,101		916		83.2
12. Resource Protection Environmental Improvement	68		110		161.8
13. Program Leadership and Administrative Support	30,976		48,425		156.3
Purpose Code 392	40,784		49,609		121.6
Total	147,750		182,861		123.8

Table III shows the percent of time planned actually spent. Any percentage over 100 percent indicates that more time was expended than planned. Any percentage less than 100 percent indicates that less time was expended than planned. Since Tennessee Extension personnel planned 80.8 percent of their time, it would be expected that more time was expended than had been planned. Element eleven, "Forestry Production and Marketing" was the only area where over-planning took place. In this element, 1,101 man-days were planned and only 916 man-days were expended, this accounted for only 83.2 percent of the planned time in this element.

Table IV gives the percents variations from 100 percent estimated planned time to actual expended time for FY 1971 by national elements. This actual planned time was projected to give a figure which represents 100 percent planned time. The total time planned (100 percent), represents a figure similar to that of total expended time by the national elements (182,861 man-days for 100 percent planned time and 182,861 man-days of expended time). With these figures on a one to one basis a percent variation can be computed. The largest percent variation occurred in element four, "International Extension" with 1100 percent. The figure is far out of proportion since 48 man-days were expended and only four planned on an estimated basis. The lowest percent variation recorded was in element three, "Marketing and Distribution" with a .04 percent variation.

The least man-days variation in projected planned and actual expended time was in elements three and ten, "Marketing and Distribution" and "Recreation, Wildlife, and Natural Beauty," with variations of only

TABLE IV

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) NATIONAL ELEMENT
PROJECTED PLANNED VERSUS EXPENDED TIME ON THE STATE
LEVEL IN FISCAL 1971

Elements	Planned Man-days (80 Percent Expended)	Projected (100 Percent Time*)	Man-days Expended	Difference in Man-Days**	Percent Variation***
1. Improving Farm Income	21,377	26,456	21,621	4,835	18.3
2. Soil and Water Conservation	253	313	270	43	13.7
3. Marketing and Distribution	3,268	4,044	4,042	2	.04
4. International Extension	3	4	48	44	1100.0
5. Improve Nutrition	5,217	6,457	6,377	80	1.2
6. Safety and Disaster	345	427	399	28	6.6
7. 4-H Youth Development Programs	31,661	39,184	37,584	1,600	4.1
8. Family Living	10,135	12,543	10,435	2,108	16.8
9. Community Development	2,422	2,997	2,848	149	5.0
10. Recreation, Wildlife, and Natural Beauty	140	173	175	2	1.2
11. Forestry Production and Marketing	1,101	1,363	916	447	32.8
12. Resource Protection Environmental Improvement	68	84	110	26	31.0
13. Program Leadership and Administrative Support	30,976	38,336	48,425	10,089	26.3
Purpose Code 392	40,784	50,474	49,609	865	1.7
Total	147,750	182,855	182,861	6	.00

*Estimated by adding 20 percent more to time planned in FY 1971 POW for each item in the list.
This assumes the 20 percent unplanned for FY 1971 was to be equally distributed.

**Obtained by subtracting man-days expended from projected man-days.

***Obtained by dividing difference in man-days by projected man-days.

two man-days each. The greatest variation in planned and expended planned time was in element thirteen, "Program Leadership and Administrative Support," with a variation of 10,089 man-days. The percent variation for this area was 26.3 percent and was the highest percent variation of the major Extension time expenditure areas. A major Extension time expenditure area would be one in which at least 4,000 man-days were expended.

Part II: District Time Spent, FY 1970

In this part of the study, the time spent on the Extension supervisory district level in FY 1970 is the focal point. The comparison of districts will be made by the thirteen national elements (see Table V).

It should be noted at this point that District II had the greatest reported expenditures of time with 34,762 total man-days expended followed in order by District I with 32,975 man-days expended, District V with 26,706 man-days expended, District III with 22,307 man-days expended, and District IV with 18,190 man-days expended. The difference in man-day resources from district to district is, at least to some degree, the result of the size of the counties and districts and the inclusion of additional personnel. For this reason, percent of total time is the more accurate basis for computing man-day expenditures for the thirteen elements between districts. Under the first element, "Improving Farm Income," District I had the largest number of man-days expended with 4,710 and also the highest percent of total time 14.3 percent expended. District IV had the smallest number of man-days expended with 1,800 and the lowest percent of time expended with 9.9 percent. As seen in Table V, District I also had the largest number of contacts

TABLE V

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) NATIONAL ELEMENT
DISTRICT TIME EXPENDITURES IN FISCAL 1970

Elements	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total	
1. Improving Farm Income	4,710	14.3		4,306	12.4		2,669	12.0		1,800	9.9		3,448	12.9	
2. Soil and Water Conservation	129	.4		26	.1		15	.1		15	.1		12	.1	
3. Marketing and Distribution	1,097	3.3		719	2.1		387	1.7		410	2.3		591	2.2	
4. International Extension	1	0		7	0		1	0		2	0		3	0	
5. Improve Nutrition	8,445	25.6		8,684	25.0		5,612	25.2		6,649	36.6		5,731	21.5	
6. Safety and Disasters	54	.2		51	.2		14	.1		34	.2		23	.1	
7. 4-H Youth Development Programs	6,194	18.8		8,274	23.8		5,017	22.5		3,580	20.0		6,545	24.5	
8. Family Living	2,472	7.5		2,838	8.2		1,639	7.4		742	4.1		144	5.4	
9. Community Development	387	1.2		735	2.1		342	1.5		347	1.9		425	1.6	
10. Recreation, Wildlife, and Natural Beauty	53	.2		28	.1		33	.2		21	.1		38	.1	
11. Forestry Production and Marketing	78	.2		37	.1		20	.1		25	.1		51	.2	
12. Resource Protection Environmental Improv.	9	0		3	0		6	0		1	0		6	0	
13. Program Leadership and Adm. Support	9,346	28.3		9,054	26.1		6,551	29.4		4,563	25.0		8,393	31.4	
Total	32,975	100.0		34,762	100.0		22,307	100.0		18,190	100.0		26,706	100.0	

reported for element one with 98,835 which represented 9.01 percent of the total contacts made in that district (see Table VI). District III had the largest percent of total contacts for element one with 9.70 percent. District IV had the lowest percent of total contacts made with 6.97 percent. Contacts per man-day were evenly distributed with all districts being in the twenty contact per man-day range (see Table VII). This area would be seen as one in which Extension agents would be expected to work to a large extent on an individual basis.

Element two, "Soil and Water Conservation" represented less than 1 percent of Extensions" time and contacts in FY 1970. For further reference, see Tables V, VI, and VII.

Element three, "Marketing and Distribution" represented 3.3 percent of the total expended time in District I (see Table V) and also represented the largest expenditure of time (1,097 man-days). District III had 387 man-days expended and 1.7 percent of time expended and this represented the smallest amount and lowest expenditure of time of any of the districts. District III made the greatest percent of total contacts reported for element three (see Table VI), making 14.01 percent of all contacts and District IV made the lowest percent, 7.34 percent. There was a wide variation on contacts per man-day ranging from District III making 250 contacts per man-day to District IV making only 90 contacts per man-day. There are different types of marketing systems and different products marketed across the state of Tennessee and these factors would seem to account for much of the variation.

Element four, "International Extension" played a small role in district time expenditures. For this reason it will be discussed

TABLE VI
TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) NATIONAL ELEMENT
DISTRICT CONTACT EXPENDITURES IN FISCAL 1970

Elements	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total	
1. Improving Farm Income	98,835	9.01		93,789	8.11		67,067	9.70		35,118	6.97		68,107	7.88	
2. Soil and Water Conservation	935	.09		925	.08		1,344	.19		195	.08		260	.03	
3. Marketing and Distribution	120,933	11.03		114,693	9.92		96,844	14.01		36,941	7.34		73,621	8.52	
4. International Extension	53	.00		80	.01		186	.03		68	.01		60	.01	
5. Improve Nutrition	103,088	9.40		96,651	8.36		61,848	8.95		47,645	9.46		51,971	6.01	
6. Safety and Disasters	2,492	.23		1,775	.15		155	.02		1,065	.21		1,038	.12	
7. 4-H Youth Development Programs	480,324	43.80		606,681	52.45		317,352	45.91		283,386	56.28		453,597	52.49	
8. Family Living	84,371	7.69		89,856	7.77		62,175	9.00		23,883	4.74		83,845	9.70	
9. Community Development	20,378	1.86		43,081	3.72		19,150	2.77		26,719	5.31		27,643	3.20	
10. Recreation, Wildlife, and Natural Beauty	1,423	.13		1,578	.14		896	.13		1,070	.21		2,732	.32	
11. Forestry Production and Marketing	2,683	.24		701	.06		268	.04		387	.08		534	.06	
12. Resource Protection Environmental Improv.	174	.02		101	.01		429	.06		0	0		212	.02	
13. Program Leadership and Adm. Support	180,947	16.50		106,772	9.23		63,487	9.19		47,074	9.35		100,569	11.64	
Total	1,096,696	100.0		1,156,683	100.0		691,201	100.0		503,551	100.0		864,189	100.0	

TABLE VII

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) NATIONAL ELEMENT
DISTRICT CONTACTS PER MAN-DAY IN FISCAL 1970

Elements	DISTRICT I Contacts per Man-day	DISTRICT II Contacts per Man-day	DISTRICT III Contacts per Man-day	DISTRICT IV Contacts per Man-day	DISTRICT V Contacts per Man-day
1. Improving Farm Income	21	22	25	20	20
2. Soil and Water Conservation	7	36	90	13	22
3. Marketing and Distribution	110	160	250	90	125
4. International Extension	53	11	186	34	20
5. Improve Nutrition	12	11	11	7	9
6. Safety and Disasters	46	35	11	31	45
7. 4-H Youth Development Programs	78	73	63	79	69
8. Family Living	34	32	38	32	58
9. Community Development	53	59	56	77	65
10. Recreation, Wildlife, and Natural Beauty	27	56	27	51	72
11. Forestry Production and Marketing	34	19	13	15	10
12. Resource Protection Environmental Improvement	19	34	72	0	35
13. Program Leadership and Administrative Support	19	12	10	10	12
Total Average	33	33	31	28	32

in Chapter IV dealing with subject groupings.

Element five, "Improve Nutrition" represents a relatively large block of district time. Within each district were selected counties which had expanded nutrition programs. Within such counties, additional inputs were available in the form of program assistants and additional Extension personnel. The number of counties under these programs varied from district to district and, as they varied, so did man-days per district. An accurate comparison could not be made, so only the fact that the time was spent seems really important. District IV had the highest percent of total time spent for this element with 36.6 percent. Most of the other districts were near twenty-five (see Table V, page 44). District IV also had the highest percent of total contacts made for this element with 9.46 percent reported. District V had the lowest percent of total contacts made in this element with 6.01 percent. District I had the most contacts per man-day with 12 and District IV had the fewest with 7 contacts per man-day. The nature of the audience should account for this relatively high cost of Extension time.

Element six, "Safety and Disasters" was represented evenly in all five districts. The element represented less than one-half of 1 percent of man-days and contacts spent in all five districts and will not receive further attention at this point.

Work related to element seven, "4-H Youth Development Programs," accounted for a significant portion of Extension time. Agents in District V spent the highest percent of their total time in these programs with 24.5 percent of total time spent. Agents in District I reportedly spent the lowest with 18.8 percent of total time spent.

Agents in District IV reported the largest single block of contacts made for any element in these programs with 56.28 percent of total contacts; while District I spent the smallest with 43.80 percent. Local needs, together with administrative and supervisory and county agent emphasis would influence allocation variations in different districts. Agents in District IV made 79 contacts per man-day and represented the high, while District III had 63 contacts per man-day, representing the low.

Element eight, "Family Living" received an expenditure of 2,838 man-days in District II (see Table V, page 44). This represented the largest expenditure of time and also the greatest percent of total time spent with 8.2 percent. District IV had the lowest percent of total time expended with 4.1 percent. District V made the greatest percent of total contacts with 9.70 percent (see Table VI, page 46). District IV reported the smallest percent of total contacts here with 4.74 percent. District V agents had the highest contacts per man-day (see Table VII, page 47), with 58 and Districts II and IV had the lowest with 32. This would indicate greater emphasis placed on family living in District V than in the other districts.

Work related to element nine, "Community Development" received increasing emphasis on the national level in recent years. Tennessee Extension personnel gave relatively little attention to community development in FY 1970 and District II agents reported the highest percent of man-days representing 2.1 percent of the total (see Table V). The lowest, District I agents, devoted only 1.2 percent of total man-days to this area. Agents in District IV made 5.31 percent of their

total contacts in this area and this represented the high (see Table VI, page 46). The lowest was reported for District I with 1.86 percent of total agent contacts. Agents in District IV made 77 contacts per man-day (see Table VII, page 47) which was the high and the 53 contacts per man-day made in District I was low.

Elements ten, eleven, and twelve, "Recreation, Wildlife, and Natural Beauty," "Forestry Production and Marketing," and "Resource Protection Environmental Improvement," respectively, received less than one-half of 1 percent of Extension's time and recorded contacts and further reference at this point will not be made (refer to Tables V, VI, and VII, pages 44, 46, and 47, respectively).

Work in element thirteen, "Program Leadership and Administrative Support," represented the largest single expenditure of man-days in all districts excepting IV. Agents in District I spent 28.3 percent of their total time (see Table V, page 44), in this area and made 16.50 percent of their total contacts (see Table VI). Those in District I had the highest contacts per man-day figure with 19 (see Table VII). District II agents spent 26.1 percent of their total time and made 9.23 percent of their total contacts for an average of 12 contacts per man-day. Agents in District III spent 29.4 percent of their total time and made 9.19 percent of their total contacts in this area. District III spent the fewest contacts per man-day with only 10. District IV was the only district in which this element did not represent the single largest expenditure of time. District IV expended 25.0 percent of their total time and made 9.35 percent of their total contacts in this area. Districts III and IV had the lowest contacts per man-day figure with 10

contacts each per man-day. District V agents devoted the largest percent of their total time to element thirteen with 31.4 percent. They made 11.64 percent of total contacts in this area representing 12 contacts per man-day. In this element such things as staff development, program planning and implementation and leave taking are included within this area. National figures indicate that between 17 and 20 percent of total Extension time should be allocated in this area. With this in mind, Tennessee Extension workers should take a critical look at resource allocation in this area.

Part III: State Time Planned, FY 1972-1975

The POWP represents the five-year planning period. The POWP is up-dated yearly through the POW which covers a fiscal year period. The up-dating considers additional staff and resources and implements the POWP. Five-year planning is considered as a major tool for reaching and educating in Tennessee. Table VIII shows the time allocations planned for FY 1972 through 1975 by the thirteen National elements. The percent of total time planned for the five-year period for the thirteen elements does not vary over one-half of 1 percent for any of the thirteen elements for FY 1972, 1973, 1974, or 1975. This is the first five-year projection by Tennessee Extension personnel under the TEMIS system. In the future as the personnel learn more about the system and its operation, a clearer picture as to future time allocations can be made. Table VIII indicates that time allocation will follow a specific pattern for the next five years. "Improving Farm Income" will receive continued emphasis with approximately 17 percent of total Extension time devoted to that area. "Marketing and Distribution" will receive 2.5 percent of

TABLE VIII

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) NATIONAL ELEMENT
PLAN OF WORK PROJECTION TIME (POWP)

Elements	FY 1972		FY 1973		FY 1974		FY 1975	
	Man-days Planned	Percent of Total	Man-days Planned	Percent of Total	Man-days Planned	Percent of Total	Man-days Planned	Percent of Total
1. Improving Farm Income	25,385	16.92	25,318	16.89	25,304	16.87	25,321	16.89
2. Soil and Water Conservation	357	.23	358	.23	355	.23	351	.23
3. Marketing and Distribution	3,791	2.52	3,777	2.52	3,742	2.49	3,792	2.53
4. International Extension	3	.00	3	.00	3	.00	3	.00
5. Improve Nutrition	32,602	21.74	32,572	21.73	32,558	21.71	32,623	21.77
6. Safety and Disasters	432	.28	422	.28	429	.28	412	.27
7. 4-H Youth Development Program	36,226	24.15	36,308	24.22	36,329	24.23	36,346	24.25
8. Family Living	11,499	7.66	11,612	7.74	11,572	7.71	11,579	7.72
9. Community Development	2,938	1.95	3,012	2.01	3,015	2.01	3,045	2.03
10. Recreation, Wildlife, and Natural Beauty	191	.12	191	.12	199	.13	208	.13
11. Forestry Production and Marketing	1,043	.69	1,050	.70	1,068	.71	1,066	.71
12. Resource Protection Environmental Improvement	166	.07	127	.08	137	.09	145	.09
13. Program Leadership and Administrative Support	35,376	23.59	35,091	23.41	35,204	23.48	34,957	23.32
Total	149,959	100.0	149,850	100.0	149,915	100.0	149,848	100.0

Extensions' time. "Improve Nutrition" received over 30 percent of Extensions' time in FY 1971 and will be expected to continue at this figure, or go higher in the next five years. Extension Agents planned only 22 percent of their time through FY 1975 in this area. This projection was probably made using the FY 1970 figure of approximately 23 percent. It should be noted that staff increases in the next five years will distort this picture of time allocation. Extension personnel plan to spend 24 percent of their time in "4-H Youth Development Programs," indicating a rise of 4 percent over FY 1970 or 1971 expenditures figures. "Family Living" received approximately 7.7 percent of total planned time; this is again nearly 2 percent more time than was expended in FY 1970 or 1971. "Program Leadership and Administrative Support," the last of the major Extension time expenditure areas will receive approximately 23.5 percent of Extensions' total time. This figure is approximately 8 percent lower than time expended in FY 1970 and 3 percent lower than time expended in FY 1971. It is expected that this figure will continue to decrease into the next five-year planning period.

CHAPTER IV

SUBJECT GROUPING ANALYSES

Chapter IV will be devoted to a discussion of Tennessee Extension subject grouping areas. Tabled in Table IX, these seventy-one subject areas will be discussed by man-days expended and contacts made in each area. The chapter will be divided into two parts. Part I will be a discussion of man-days spent and contacts made by subject groupings on the state level in FY 1970 and 1971. Part II will be a discussion of man-days spent and contacts made by subject groupings on the district level in FY 1971.

Part I: State Time Spent, FY 1970 and 1971

In the subject areas during FY 1970 a total of 159,752 man-days was expended and 4,691,203 contacts were made (see Table XI totals). This would represent an average of 29 contacts per man-day (see Table X). In FY 1971, a total of 183,652 man-days was expended and 5,295,522 total contacts were made. This also would represent approximately 29 contacts per man-day (see Table X). The added input of man-days and contacts from FY 1970 to FY 1971 was due to Extension personnel increases across the state of Tennessee.

The largest single expenditure of Extension time on the state level in either FY 1970 or 1971 occurred for Subject 41: "Nutrition." In FY 1970, a reported 33,389 man-days were expended and this represented 20.90 percent of the total time spent for all subjects. In FY 1971, a reported 47,116 man-days were expended and this represented 25.76

TABLE IX

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) SUBJECT CODE GROUPINGS
 ACCORDING TO TIME EXPENDITURES AND CONTACTS MADE IN FISCAL
 1970 AND 1971 ON THE STATE LEVEL

Subject Code Grouping	FY 1970			FY 1971		
	Man-days Expended of Total	Percent of Total	Number of Contacts	Man-days Expended of Total	Percent of Total	Number of Contacts
1. Food (all)	2,103	1.30	282,860	3,045	1.65	309,932
2. General Agriculture	4,366	2.68	122,984	4,525	2.42	151,376
3. General Economics	358	.21	10,078	222	.11	6,661
4. Mechanical Science	672	.42	44,701	662	.35	60,729
5. Animal and An. Products	1,362	.84	63,565	1,092	.55	44,191
6. Beef and Beef Products	5,392	3.35	161,807	4,968	2.71	152,011
7. Dairy and Dairy Products	3,498	2.17	94,173	3,317	1.80	86,470
8. Forest Testing	99	.06	749	103	.05	1,287
9. Horses	239	.14	24,399	383	.19	33,466
10. Poultry and Poultry Prod.	1,017	.58	45,846	1,016	.50	31,998
11. Sheep and Sheep Prod.	167	.08	6,026	171	.08	5,073
12. Other Animals	86	.04	7,802	74	.03	6,185
13. Crops and Crop Prod.	3,812	2.23	109,953	3,684	1.77	123,189
14. Corn	983	.60	19,617	2,031	1.09	48,591
15. Cotton and Cotton Prod.	1,323	.80	32,562	1,151	.61	31,702

TABLE IX (continued)

Subject Code Grouping	FY 1970			FY 1971		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
16. Feed Grains	140	.05	1,518	302	.16	8,409
17. Swine and Swine Prod.	4,576	2.84	146,471	4,669	2.53	178,957
18. Soybeans	629	.39	13,886	834	.43	23,204
19. Tobacco	1,182	.71	38,520	1,262	.67	62,006
20. Horticulture (general)	1,722	1.04	56,354	2,568	1.31	87,581
21. Soils (general)	1,187	.75	27,471	1,102	.61	32,112
22. Home Economics	2,931	1.80	95,291	2,632	1.41	166,708
23. Clothing	4,364	2.73	145,316	4,300	2.31	131,629
24. Crafts	2,026	1.26	107,283	2,022	1.07	130,760
25. Equipment	248	.16	8,582	237	.13	9,018
26. Family Economics	950	.58	39,959	1,029	.53	46,850
27. Home Furnishings	2,455	1.53	117,838	2,562	1.38	86,601
28. Housing	348	.21	7,542	478	.23	10,869
29. Conservation	1,063	.65	73,911	1,063	.57	96,155
30. Wildlife	98	.06	3,654	65	.04	3,547
31. Forest and Forest Prod.	1,026	.65	17,116	973	.53	17,815
32. Family Living and Env.	536	.34	16,025	861	.47	19,224
33. Health	450	.28	35,052	603	.33	43,929
34. Home Gardening		None		3,100	1.69	43,963

TABLE IX (continued)

Subject Code Grouping	FY 1970			FY 1971		
	Spent Time		Man-days Expended of Total	Spent Time		Number of Percent Contacts of Total
	Man-days Expended of Total	Percent of Total		Man-days Expended of Total	Percent of Total	
35. Home Garden	630	.39	18,793	780	.42	21,322 .40
36. Human Development	572	.36	34,493	595	.32	41,165 .77
37. Human Relations	223	.14	7,890	207	.11	7,627 .14
38. Personal Appearance	225	.14	16,161	179	.10	10,335 .19
39. Reading	133	.08	7,896	162	.09	10,199 .19
40. Safety	478	.30	59,727	402	.22	41,469 .78
41. Nutrition	33,389	20.90	400,074	47,116	25.76	580,925 10.95
42. Pest	344	.11	5,412	241	.13	9,361 .17
43. Science Programs	404	.25	23,343	358	.20	25,647 .48
44. Emergency Preparedness and Natural Disasters	97	.06	2,439	63	.12	5,133 .09
45. Citizenship	498	.31	33,609	473	.26	32,521 .61
46. Photography	161	.10	13,453	144	.08	6,247 .11
47. Institution Management and Operations	130	.08	7,558	65	.04	2,087 .03
48. Leadership Development	2,075	1.30	173,001	3,180	1.73	172,373 3.25
49. Organizational Work	5,503	3.45	551,794	6,365	3.46	578,893 10.91
50. Events and Activities	11,321	7.09	816,189	12,003	6.54	877,840 16.67
51. Community Study and Service Projects	227	.14	6,902	303	.16	15,278 .28

TABLE IX (continued)

Subject Code Grouping	FY 1970			FY 1971		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
52. National Resource Dev.	1,269	.80	61,769	1,106	.60	60,637
53. Community Education	65	.04	2,894	123	.06	3,733
54. Transportation		None			None	
55. Government		None			None	
56. Legislation		None			None	
57. Financing--Pub. and Priv. Facilities	204	.12	6,431	195	.07	7,789
58. Planning Zone		None			None	
59. Pollution (general)	130	.08	5,224	283	.15	10,161
60. International Programs	38	.02	841	58	.02	1,178
61. Program Development	5,130	3.21	100,737	8,207	4.47	132,528
62. Program Review, Proposals Pilot	296	.19	3,759	361	.20	9,233
63. Program Evaluation	1,171	.73	6,318	2,050	1.12	14,439
64. General Office	12,386	7.75	127,584	2,932	1.60	38,490
65. Leave (annual)	7,687	4.81	108	7,785	4.24	95
66. Leave (other)	5,051	3.16	4,590	6,157	3.34	1,994
67. Leave (sick)	1,786	1.12	6	2,318	1.26	29
68. General Staff Conference	3,533	2.21	33,834	2,932	1.60	38,490

TABLE IX (continued)

Subject Code Grouping	FY 1970			FY 1971		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
69. Civil Rights			None	73	.04	440
70. Administration	5,815	3.64	117,934	8,031	4.37	168,941
71. Training	6,468	4.02	40,043	2,852	1.55	11,535
Total	159,752	99.30	4,691,203	183,652	99.27	5,295,522

TABLE X

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) SUBJECT CODE
 GROUPING CONTACTS PER MAN-DAY ON THE STATE
 LEVEL IN FISCAL 1970 AND 1971

Subject Code Grouping	State Contacts Per Man-day Fiscal 1970	State Contacts Per Man-day Fiscal 1971
1. Food (all	134	102
2. General Agriculture	28	33
3. General Economics	37	30
4. Mechanical Science	66	92
5. Animal and Animal Products	46	40
6. Beef and Beef Products	30	30
7. Dairy and Dairy Products	27	27
8. Forage Test	8	13
9. Horses	102	87
10. Poultry and Poultry Products	46	32
11. Sheep and Sheep Products	36	29
12. Other Animals	91	83
13. Crops and Crop Products	28	33
14. Corn	20	23
15. Cotton and Cotton Products	25	28
16. Feed Grains	10	27
17. Swine and Swine Products	32	38
18. Soybeans	22	28
19. Tobacco	33	49
20. Horticulture (general)	32	34
21. Soils (general)	23	29
22. Home Economics	32	64
23. Clothing	33	30
24. Crafts	52	64
25. Equipment	34	38

TABLE X (continued)

Subject Code Grouping	State Contacts Per Man-day Fiscal 1970	State Contacts Per Man-day Fiscal 1971
26. Family Economics	43	46
27. Home Furnishings	47	33
28. Housing	21	22
29. Conservation	70	90
30. Wildlife	37	54
31. Forest and Forest Products	17	18
32. Family Living and Env.	29	22
33. Health	77	73
34. Home Gardening	None	15
35. Home Grounds and Landsc.	30	27
36. Human Development	60	69
37. Human Relations	36	36
38. Personal Appearance	71	57
39. Reading	59	62
40. Safety	124	104
41. Nutrition	11	12
42. Pest	15	38
43. Science Programs	57	71
44. Emergency Prep. and Natural Disasters	25	81
45. Citizenship	67	68
46. Photography	84	44
47. Institution Man. and Oper.	58	32
48. Leadership Development	84	55
49. Organizational Work	100	91
50. Events and Activities	72	73
51. Community Study and Service Projects	31	50

TABLE X (continued)

Subject Code Grouping	State Contacts Per Man-day Fiscal 1970	State Contacts Per Man-day Fiscal 1971
52. Natural Resource Dev.	49	55
53. Community Education	115	30
54. Transportation	None	None
55. Government	None	None
56. Legislation	None	None
57. Financing--Pub. and Priv. Facilities	31	39
58. Planning Zone	None	None
59. Pollution (general)	40	35
60. International Programs	23	20
61. Program Development	19	16
62. Program Review, Proposals, Pilot	12	25
63. Program Evaluation	5	8
64. General Office	10	13
65. Leave (annual)	None	None
66. Leave (other	None	None
67. Leave (sick	None	None
68. General Staff Conference	9	13
69. Civil Rights	None	6
70. Administrative	20	21
71. Training	6	4
Average	30	28

percent of the total time spent on all subjects (see Table XI, page 55). The large increase in man-days and percents is due to added work in this subject area. In FY 1970 a total of 400,974 contacts was made and in FY 1971, a total of 580,925 contacts was made. In FY 1970, this represented 8.35 percent of all contacts made and in FY 1971 it represented 10.95 percent of the total contacts made.

The second largest expenditure of Extension time in FY 1970, occurred for Subject 64: "General Office," which accounted for 12,836 man-days and 7.75 percent of all time expenditures that year. However, a marked decrease was reported in this item for FY 1971 when Extension personnel reported expending only 2,932 man-days for this subject area accounting for a small 1.60 percent of the total time expenditures. The drastic decrease in time expenditure may indicate better efficiency in general office work in FY 1971 and or a revision in coding to more specific subjects. In FY 1970, 2.71 percent of contacts were reported in this area; while for FY 1971, only .72 percent of the contacts were reportedly made in this subject area. In the general office subject area, contacts made were those on an individual basis.

The third largest expenditure of Extension time was for Subject 50: "Events and Activities" in which Extension personnel expended 11,321 man-days in FY 1970 and 12,003 man-days in FY 1971. This subject area is related to 4-H and other youth work and receives major emphasis yearly. Man-days expended by this area accounted for 7.09 percent of the total time spent in FY 1970 and 6.54 percent of the total time expended in FY 1971. Contacts recorded in this subject area were the highest for all subject areas. In FY 1970, a large 17.39 percent of

all contacts were made in this subject area. A total of 16.67 percent of all contacts was recorded here in 1971. Use of group meetings and mass media would possibly account for the large number of contacts reported (see Table IX, page 55).

Subject 65: "Leave (Annual)" represented the next largest expenditure of Extension time with 7,687 man-days expended in FY 1970 and 7,785 man-days expended in FY 1971. This accounted for 4.81 percent of the total time in FY 1970 and a nearly equal 4.24 percent of the total time in FY 1971. Contacts were a non-significant factor and represented .00 percent of total contacts in FY 1970 and FY 1971. In brief, annual leave seemed to be a fairly constant factor in FY years 1970 and 1971. These areas appear to have been "catch-all" subject categories. In FY 1970, 3.64 percent of all Extension time was spent in "Administration." In FY 1971, 4.37 percent of total time was spent in "Administration." "Training" accounted for small percents 4.02 and 1.55 of staff time in FY 1970 and 1971, respectively.

Between FY 1970 and 1971 the TEMIS handbook was revised and certain subject codes were withdrawn; this would seem to account for the slight shifts in direction noted for these subject areas. Further, contacts were minimal in the areas of "Training," whereas, in "Administration," 2.47 percent of all contacts were made in FY 1970 and 3.13 percent in FY 1971.

Subject 2: "General Agriculture" remained fairly content with 2.68 percent of total time devoted in FY 1970 and 2.42 percent in FY 1971. The contacts also remained constant with 2.62 percent of the total contacts made in FY 1971 and 2.85 in 1971.

Subject 6: "Beef and Beef Products" and Subject 17: "Swine and Swine Products" had the largest expenditures in the livestock area in Tennessee in the years studied. "Beef and Beef Products" had 5,392 man-days expended in FY 1970, and 4,968 in FY 1971. Thus, it is noted, fewer man-days were expended in the latter than the former year. In "Swine and Swine Products" the opposite is true. In FY 1970, 4,576 man-days were expended and in FY 1971, 4,669. A projection of beef and swine times for future years would suggest that the latter may soon account for the larger share of Extension's time expenditures in the livestock area.

Subject 18: "Crops and Crop Products" refers to a subject area containing varied crops of a field crop nature (refer to Chapter I). In FY 1970, 3,812 man-days were expended on such crops, representing 2.23 percent of total expended time. In FY 1971, 3,684 man-days were expended representing 1.77 percent of total time expended. In 1970, 2.27 percent of all contacts were made in this crop area, while in FY 1971, 2.28 percent were made. The amount of time spent and contacts made personally would vary according to geographic location and degree of county emphasis on such crops.

Subject 21: "Soils (General)" area received 1,187 man-days in FY 1970 and a lower 1,102 man-days in FY 1971. These man-days accounted for .75 percent of Extension time in FY 1970 and .61 percent of Extension time in FY 1971. "Soils (General)" is an area of continued importance as it relates directly with all other crops and crop products.

Subject 23: "Clothing" represented the largest subject area in which the agent in charge of home demonstration work expended time. In

FY 1971, a comparable 4,300 man-days were expended and this represented 2.73 percent of the total man-days expended. In FY 1971, a comparable 4,300 man-days were expended and this represented 2.31 percent of total Extension time by subjects. Contacts were fairly consistent, with 2.70 percent of the total contacts in FY 1970 made in this area; and 2.47 percent of total contacts were made here in FY 1971. Thus, there was a slight reduction in man-days and contacts in this area between FY 1970 and FY 1971.

Subject 28: "Conservation" is an area in which long-time strong national feeling has been held. In Tennessee in FY 1970, there were 1,063 man-days expended on conservation and this was .65 percent of total Extension man-days expended. In FY 1971, 1,063 man-days also were expended and this accounted for .57 percent of the total time. In FY 1970, 1.55 percent of the total contacts were made in this area versus 1.79 in FY 1971.

Subject 49: "Organizational Work" is an area of 4-H which received major emphasis in FY 1970 and 1971. In FY 1970, 3.45 percent of the total time was spent and 11.75 percent of the total contacts were made. In FY 1970, "Organizational Work" recorded the second highest number of contacts made of all the subject groupings. In FY 1971, it received 3.46 percent of the total man-days expended and accounted for an impressive 10.91 percent of all contacts made.

Subject 60: "International Programs" received the lowest number of total man-days and total contacts made in FY 1970 or 1971 where time was actually expended. In FY 1970 and 1971 Extension personnel spent .02 percent of their time and .01 percent of their contacts in this subject area.

Subject 61: "Program Development" and Subject 63: "Program Evaluation" are essential parts of the Tennessee program. "Program Development" received 3.21 percent of Extension time and 2.14 percent of its contacts in FY 1970. In FY 1971, an increase to 4.47 percent of Extension time and 2.49 percent of total contacts was made in this area. Thus, more of Extension's total time was spent in program development in FY 1971 than in FY 1970. The same was true in the program evaluation area of Extension. In FY 1970, .73 percent of the total time and .13 percent of all contacts were made in this area. In FY 1971, however, 1.12 percent of total Extension time and .27 percent of all Extension contacts were made in this area. Program development and evaluation are recognized as being vital parts of a sound Extension program. The increase in time and contact expenditures in this area may be seen as advantageous to Extension program carry-through and feedback.

Part II: District Time Spent, FY 1971

Part II of Chapter IV will be devoted to time expended and contacts made in FY 1971 on the Extension supervisory district level by subject groupings.

In FY 1971, 40,992 man-days were expended under subject groupings by agents in District I and this represented the largest expenditures of time on the district level (see Table XI). District I made, 1,329,233 contacts and this also represented the largest number of total contacts on the district level (see Table XII). District II had the second highest expenditure of time and contacts with 38,262 man-days expended and 1,286,609 total contacts. District V was next with 31,713 man-days expended and 975,739 total contacts. District III expended 28,864

TABLE XI

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) SUBJECT CODE GROUPINGS
ACCORDING TO TIME EXPENDITURES MADE IN FISCAL 1971 ON THE STATE LEVEL

Subject	DISTRICT I		DISTRICT II		DISTRICT III		DISTRICT IV		DISTRICT V	
	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total
1. Food (all)	653	1.59	421	1.07	473	1.60	187	.75	393	1.20
2. General Agriculture	910	2.21	924	2.33	755	2.52	233	.91	966	2.97
3. General Economics	60	.12	53	.11	14	.02	21	.07	60	.16
4. Mechanical Science	155	.36	92	.23	103	.33	66	.27	112	.34
5. Animal and Animal Prod.	183	.35	231	.54	107	.32	114	.44	254	.75
6. Beef and Beef Prod.	1,185	2.55	1,164	2.97	520	1.76	727	3.02	1,070	3.28
7. Dairy and Dairy Prod.	311	.67	664	1.68	564	1.90	279	1.12	658	2.01
8. Forage Test	16	.03	16	.04	11	.03	6	.02	14	.04
9. Horses	143	.31	108	.24	51	.16	31	.09	48	.12
10. Poultry and Poultry Prod.	210	.41	186	.41	139	.39	30	.09	201	.65
11. Sheep and Sheep Prod.	23	.03	52	.09	26	.08	19	.05	12	.01
12. Other Animals	14	.02	18	.03	8	.02	15	.05	21	.05
13. Crops and Crop Prod.	976	2.07	739	1.64	514	1.19	312	1.14	688	1.90
14. Corn	525	1.20	319	.78	394	1.31	410	1.65	273	.81
15. Cotton and Cotton Prod.	889	2.10	45	.09	15	.04	2	.00	3	.00
16. Feed Grains	147	.31	74	.15	30	.09	16	.04	12	.02
17. Swine and Swine Prod.	1,642	3.95	1,156	2.95	455	1.51	714	2.89	450	1.36
18. Soybeans	502	1.17	52	.10	92	.28	26	.09	6	.01
19. Tobacco	5	.00	357	.87	85	.22	200	.79	492	1.50
20. Horticulture (general)	901	1.97	391	.82	230	.66	183	.64	426	1.08
21. Soils (general)	197	.41	169	.40	138	.44	78	.29	127	.36
22. Home Economics	520	1.21	334	.81	412	1.40	681	2.80	571	1.77
23. Clothing	1,085	2.56	1,306	3.32	632	2.09	363	1.39	679	2.05
24. Crafts	516	1.21	534	1.33	410	1.38	172	.69	368	1.11

TABLE XI (continued)

Subject	DISTRICT I		DISTRICT II		DISTRICT III		DISTRICT IV		DISTRICT V	
	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total	Man-days Expended	Percent of Total
25. Equipment	72	.14	37	.08	58	.18	41	.16	31	.09
26. Family Economics	236	.52	248	.61	174	.57	90	.33	208	.61
27. Home Furnishings	761	1.77	774	1.92	437	1.43	222	.85	358	1.07
28. Housing	162	.34	109	.25	59	.19	53	.19	53	.13
29. Conservation	156	.37	80	.19	174	.58	93	.38	234	.71
30. Wildlife	30	.07	11	.03	7	.02	0	.00	8	.02
31. Forest and Forest Prod.	149	.35	121	.29	108	.36	66	.26	181	.56
32. Family Living Envir.	129	.31	169	.44	365	1.26	35	.15	126	.39
33. Health	248	.60	111	.29	86	.29	73	.30	72	.22
34. Home Gardening	645	1.57	710	1.85	719	2.49	390	1.64	512	1.61
35. Home Grounds and Lands.	234	.57	187	.49	93	.32	47	.19	150	.47
36. Human Development	91	.22	88	.23	240	.83	51	.21	110	.34
37. Human Relations	47	.11	59	.15	57	.20	19	.08	17	.05
38. Personal Appearance	44	.10	.42	.11	43	.15	14	.06	33	.10
39. Reading	58	.14	77	.20	6	.02	10	.04	11	.03
40. Safety	179	.43	50	.13	51	.17	38	.16	53	.16
41. Nutrition	11,657	28.43	10,469	27.35	7,510	26.01	9,543	40.09	7,471	23.54
42. Pests	54	.13	42	.11	14	.05	10	.04	31	.09
43. Science Programs	34	.07	42	.11	61	.20	49	.20	127	.40
44. Emergency Preparedness and Natural Disasters	68	.16	48	.11	23	.07	26	.11	30	.09
45. Citizenship	40	.09	134	.35	24	.08	26	.11	62	.19
46. Photography	9	.09	134	.35	24	.08	26	.11	62	.12
47. Institution Management and Operations	8	.02	15	.03	13	.04	5	.02	17	.05
48. Leadership Development	652	1.59	707	1.84	483	1.67	441	1.85	709	2.23
49. Organizational Work	1,418	3.45	1,890	4.92	802	2.77	500	2.09	1,576	4.96

TABLE XI (continued)

Subject	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total	
50. Events and Activities	2,369	5.78		3,181	8.31		1,656	5.73		1,233	5.18		2,257	7.11	
51. Community Study and Service Projects	99	.24		65	.17		30	.10		38	.16		40	.12	
52. Natural Resource Dev.	213	.50		225	.58		167	.57		135	.55		242	.75	
53. Community Education	10	.02		46	.11		0	.00		5	.02		20	.05	
54. Transportation	0	.00		0	.00		0	.00		0	.00		0	.00	
55. Government	0	.00		0	.00		0	.00		0	.00		0	.00	
56. Legislation	0	.00		0	.00		0	.00		0	.00		0	.00	
57. Financing--Pub. and Priv. Facilities	61	.15		54	.12		10	.02		31	.12		21	.05	
58. Planning or Zoning	0	.00		0	.00		0	.00		0	.00		0	.00	
59. Pollution	40	.08		40	.07		38	.10		19	.06		29	.05	
60. International Programs	31	.03		10	.02		2	.00		4	.01		7	.02	
61. Program Development	1,226	2.97		1,364	3.56		1,918	6.64		882	3.70		1,584	4.98	
62. Program Review, Prop., Pilot	31	.06		442	1.14		27	.08		33	.13		101	.31	
63. Program Evaluation	194	.47		416	1.08		735	2.54		125	.52		286	.90	
64. General Office	2,417	5.89		1,703	4.45		2,010	6.96		1,302	5.47		1,775	5.59	
65. Leave (annual)	1,709	4.17		1,772	4.63		1,145	3.96		825	3.46		1,249	3.93	
66. Leave (other)	1,231	3.09		1,330	3.39		954	3.30		686	2.88		1,112	2.49	
67. Leave (sick)	689	1.68		389	1.01		410	1.42		227	.95		371	1.17	
68. General Staff Conf.	561	1.37		402	1.05		389	1.34		363	1.52		480	1.51	
69. Civil Rights	3	.00		5	.01		1	.00		18	.07		8	.02	
70. Administrative	1,179	2.83		1,312	2.39		1,155	3.97		846	3.44		1,593	4.98	
71. Training	133	.30		346	.87		414	1.41		318	1.32		429	1.34	
Total	40,992	100.00		38,262	100.00		28,864	100.00		23,792	100.00		31,713	100.00	

TABLE XII

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) SUBJECT CODE GROUPINGS
ACCORDING TO CONTACTS MADE IN FISCAL 1971 ON THE STATE LEVEL

Subject	DISTRICT I		DISTRICT II		DISTRICT III		DISTRICT IV		DISTRICT V	
	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total
1. Food (all)	110,423	8.27	62,519	4.80	68,735	8.09	5,070	.90	61,740	6.30
2. General Agriculture	29,768	2.15	46,737	3.54	16,179	1.96	18,386	3.31	31,587	3.14
3. General Economics	1,968	.12	1,112	.07	313	.02	297	.03	2,912	.27
4. Mechanical Science	17,685	1.31	12,613	.96	9,659	1.12	8,701	1.58	10,902	1.08
5. Animal and Animal Prod.	5,350	.33	11,515	.84	5,318	.59	9,449	1.67	9,692	.94
6. Beef and Beef Prod.	30,432	2.19	31,504	2.36	18,837	2.16	17,137	3.06	30,167	3.00
7. Dairy and Dairy Prod.	5,839	.35	22,686	1.67	30,248	3.49	3,764	.62	15,185	1.48
8. Forage Test	96	.00	205	.01	53	.00	54	.00	275	.02
9. Horses	7,574	.52	7,387	.53	6,049	.70	5,947	1.07	6,172	.60
10. Poultry and Poultry Prod.	4,451	.26	7,142	.47	7,302	.80	1,460	.25	10,274	.97
11. Sheep and Sheep Prod.	543	.01	1,497	.07	255	.02	652	.08	157	.01
12. Other Animals	240	.00	2,300	.16	878	.08	827	.13	1,940	.18
13. Crops and Crop Prod.	21,919	1.41	37,110	2.68	27,598	3.07	8,889	1.45	22,712	2.11
14. Corn	12,140	.84	7,566	.53	9,176	1.03	7,695	1.34	8,601	.82
15. Cotton and Cotton Prod.	26,887	1.94	577	.02	798	.08	2,019	.36	26	.00
16. Feed Grains	1,795	.08	2,529	.17	574	.04	276	.02	3,150	.31
17. Swine and Swine Prod.	41,309	3.01	39,216	2.95	22,988	2.65	56,152	10.21	14,457	1.41
18. Soybeans	18,876	1.37	1,083	.07	1,244	.12	344	.04	230	.02
19. Tobacco	116	.00	18,142	1.36	8,264	.94	12,896	2.30	20,295	2.01
20. Horticulture (general)	15,533	.99	15,085	1.01	34,725	4.00	2,917	.47	15,953	1.49
21. Soils (general)	4,892	.31	4,551	.31	3,253	.34	2,619	.45	4,067	.38
22. Home Economics	35,246	2.59	14,886	1.09	78,164	9.12	13,530	2.40	25,137	2.52
23. Clothing	41,973	3.05	36,929	2.76	18,712	2.07	10,254	1.79	22,787	2.25
24. Crafts	43,397	3.21	31,405	2.38	30,461	3.54	5,975	1.06	19,179	1.91

TABLE XII (continued)

Subject	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Number of Contacts	Percent of Total		Number of Contacts	Percent of Total		Number of Contacts	Percent of Total		Number of Contacts	Percent of Total		Number of Contacts	Percent of Total	
25. Equipment	2,167	.14		873	.05		1,581	.17		1,879	.33		2,520	.24	
26. Family Economics	13,939	.99		7,495	.51		7,826	.88		6,302	1.09		10,899	1.08	
27. Home Furnishings	25,817	1.87		23,367	1.74		12,475	1.39		5,331	.91		20,927	2.06	
28. Housing	4,712	.32		2,062	.13		1,088	.11		1,625	.27		1,012	.08	
29. Conservation	2,904	.29		8,383	.63		16,727	1.96		10,383	1.89		23,571	2.38	
30. Wildlife	618	.04		1,730	.13		228	.02		8	.00		871	.08	
31. Forest and Forest Prod.	2,759	.18		4,431	.34		3,468	.39		1,348	.23		2,671	.24	
32. Family Living Envir.	5,396	.40		4,231	.32		7,313	.86		988	.18		1,067	.10	
33. Health	19,133	1.43		10,405	.80		6,789	.80		4,417	.80		3,126	.32	
34. Home Gardening	10,350	.77		9,115	.70		9,059	1.07		5,178	.94		9,328	.95	
35. Home Grounds and Lands.	8,967	.67		8,819	.29		2,099	.24		1,633	.29		4,006	.41	
36. Human Development	7,445	.56		6,370	.49		8,777	1.03		3,496	.64		14,208	1.45	
37. Human Relations	1,935	.14		1,929	.14		1,899	.22		386	.07		968	.09	
38. Personal Appearance	3,610	.27		1,773	.13		2,671	.31		635	.11		1,656	.16	
39. Reading	3,356	.25		5,607	.43		263	.03		459	.08		511	.05	
40. Safety	25,144	1.89		5,599	.43		3,043	.36		3,770	.69		3,551	.36	
41. Nutrition	168,361	12.66		140,249	10.89		89,014	10.52		88,833	16.27		88,324	9.04	
42. Pests	2,777	.20		3,449	.26		232	.02		251	.04		710	.07	
43. Science Programs	2,774	.19		3,009	.21		4,479	.52		5,028	.91		9,399	.95	
44. Emergency Preparedness and Natural Disasters	1,322	.09		1,969	.15		287	.03		448	.08		420	.03	
45. Citizenship	4,048	.30		10,828	.84		637	.07		1,216	.22		10,254	1.05	
46. Photography	890	.06		2,236	.17		1,672	.19		282	.05		1,042	.10	
47. Institution Management and Operations	135	.01		368	.02		429	.05		444	.08		646	.06	
48. Leadership Development	35,818	2.69		33,247	2.58		29,801	3.52		34,241	6.27		36,713	3.76	
49. Organizational Work	136,772	10.27		174,052	13.50		62,991	7.44		41,116	7.53		134,967	13.81	

TABLE XII (continued)

Subject	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts	Percent of Total	Number of Contacts
50. Events and Activities	243,419	18.31	266,422	20.70	84,059	9.94	75,788	13.89	156,505	16.03					
51. Community Study and Service Projects	4,456	.33	4,090	.31	962	.11	1,521	.27	2,806	.28					
52. National Resource Dev.	12,245	.90	11,035	.83	10,984	1.28	11,310	2.05	11,036	1.11					
53. Community Education	318	.02	1,370	.10	82	.00	47	.00	866	.08					
54. Transportation	0	.00	0	.00	0	.00	0	.00	0	.00					
55. Government	0	.00	0	.00	0	.00	0	.00	0	.00					
56. Legislation	0	.00	0	.00	0	.00	0	.00	0	.00					
57. Financing—Pub. and Priv. Facilities	823	.04	1,220	.08	364	.03	3,551	.63	1,385	.12					
58. Planning and Zoning	0	.00	0	.00	0	.00	0	.00	0	.00					
59. Pollution	953	.05	3,422	.24	1,471	.16	1,499	.26	1,016	.07					
60. International Programs	107	.00	270	.01	528	.06	66	.01	54	.00					
61. Program Development	26,128	1.95	39,797	3.06	22,037	2.59	10,722	1.95	24,600	2.50					
62. Program Review, Prop., Pilot	366	.02	8,979	.68	1,513	.17	255	.04	1,327	.14					
63. Program Evaluation	1,396	.10	4,723	.36	2,169	.25	228	.04	3,461	.35					
64. General Office	30,818	2.31	8,881	.69	16,177	1.91	6,893	1.26	13,569	1.39					
65. Leave (annual)	36	.00	24	.00	18	.00	5	.00	6	.00					
66. Leave (other)	135	.01	687	.04	170	.01	13	.00	101	.01					
67. Leave (sick)	3	.00	5	.00	2	.00	0	.00	1	.00					
68. General Staff Conf.	13,327	1.00	6,115	.47	5,177	.61	2,490	.45	5,521	.56					
69. Civil Rights	5	.00	39	.00	5	.00	188	.03	2	.00					
70. Administrative	24,472	1.82	48,945	3.77	22,788	2.64	14,192	2.56	30,466	3.08					
71. Training	373	.02	2,201	.14	1,034	.09	1,544	.26	1,673	.15					
Total	1,329,233	100.00	1,286,609	100.0	884,816	100.00	545,490	100.00	975,739	100.00					

man-days and made 884,816 total contacts. District IV had the lowest expenditure of time and contacts with 23,792 man-days expended and 545,490 total contacts. These figures are representative of the size of the districts and personnel available in each district.

On the district level the largest single expenditure of time was on Subject 41: "Nutrition." In this area agents in District I spent 11,657 man-days and this represented the largest expenditure of time on the supervisory district level (see Table XI, page 68). However, those in District IV spent 40.09 percent of their total man-days in this area and this was the highest percent of total time spent at the district level (see Table XI). District V recorded the lowest number 7,471 and percent 23.54 of total man-days expended; while District IV made 88,833 contacts, representing 16.27 percent of total contacts made in that district and representing the highest percent of total contacts made in the subject area. District V registered the lowest percent of total contacts, representing 9.04 percent of the total (see Table XII).

Subject 64: "General Office" subject area was the second largest expenditure of time in District I with 2,417 man-days expended, or 4.89 percent of the total. Agents in District II had the lowest percent of man-days expended with 2.31 percent of total contacts made in this area. District II had the lowest percent of total contacts made in this area with only .69 percent. It was shown in Part I that the amount of time spent in this area on the state level dropped between FY 1970 and 1971. On the district level in FY 1971, the time spent and contacts made were distributed fairly evenly throughout the five districts.

Subject 50: "Events and Activities" represented the second largest expenditure of time in District II and received 3,181 man-days of attention and 266,422 contacts were made in this area. This represented 8.31 percent of the total man-days and 20.70 percent of the total contacts made in that district. Agents in District IV recorded the smallest number and lowest percent of man-days expended here with only 5.18 percent of the total. District III reported the lowest percentage of contacts made with 9.94 percent.

In the Subject 65: "Leave (Annual)" area, District II expended the greatest number of total man-days with 1,722 expended and this represented 4.63 percent of total time. District IV had the lowest percent of total man-days expended with 3.46 percent. No contacts, of course, were reported under this heading.

The Subject 2: "General Agriculture" area found district staffs consistent in percents of man-days expended with the exception of those in District IV which had only .91 percent of the total man-days expended (see Table II, page 35). Contacts reported were very similar in all districts with District II having the high with 3.54 percent of the total contacts and District I was low with 2.15 percent of the total contacts.

Subjects 6 and 17, beef and swine areas, had the largest time expenditures for the livestock groupings. District I was the only district in which more time was expended in the swine than in the beef area. Beef there received 2.55 percent. Agents in District V gave the greatest emphasis to beef production and the least emphasis to swine production. Thus expended 3.28 percent of their total time on beef and 1.36 percent of their total time on swine work.

Subject 20: "Horticulture (General)" was an area in which district time expenditures were similar. District I had the largest expenditure in this area with 1.97 percent of their total time devoted. District IV had the lowest expenditure of time devoted, with .64 percent of their total time expended in this area. District III reported 4.00 percent of its total contacts in this area, while District IV had the lowest percent of total contacts with .47 percent. The wide variation would seem to lie in geographical location, District III apparently was best suited to this type of development and had well-known horticulture and nursery facilities.

Subject 23: "Clothing" was the subject area in which the largest expenditures of time occurred in home economics. District II had the greatest percent of time devoted in this area with 3.32 percent of total time expended. District IV had the lowest with 1.39 percent of their total time expended. Agents in District I reportedly made 3.05 percent of their contacts in this area, while, those in District IV made the smallest number and percent of total contacts with only 1.79 percent.

Subject 29: "Conservation" was an area in which great concern had been shown on the local as well as national scenes. In Tennessee, greater attention was appearing in the years studied. Although relatively large amounts of time were not expended in this area, a large number of contacts was made. District V had made 23,571 contacts and this represented 2.38 percent of their total contacts. This would suggest a growing emphasis and reconcentration of effort in this fairly traditional area of Extension work.

Subject 49: "Organizational Work" was an area of 4-H in which relatively small amounts of time were spent, but where a large number of contacts was made. District V spent the highest percent of total time and made the most contacts. In FY 1971, 4.96 percent of their total time was spent and 13.81 percent of their total contacts were recorded in this area. District IV spent the least amount of total time, 2.09 percent and District III had made the lowest percent of total contacts, 7.44 percent.

Subject 61 and 63: "Program Development" and "Program Evaluation," respectively, are key areas of Extension time expenditure at the district level as well as at the state. District III had spent the greatest amount of time in both "Program Development" and "Program Evaluation" with 6.64 percent of their total time in the former and 2.54 percent of their total time in the latter area. These figures represented nearly twice as much time expended in these subject areas as other districts had expended. Agents in District I reportedly expended the smallest amount of time in both "Program Development" and "Program Evaluation" with 2.97 percent of the total time expended in development and .47 percent of the total time expended in evaluation. District II agents had made the highest number and percent of total contacts in both "Program Development" and "Program Evaluation" with 3.06 percent of total contacts in development and .36 percent in evaluation. District IV made the smallest number and lowest percent of total contacts in both areas with 1.95 percent of total contacts in development and .04 percent in evaluation of programs.

District V spent the highest percent of total man-days in catch-all Subject 70: "Administration" with 4.98 percent of their total time

expended in this area. District II spent the least amount of time with 2.39 percent of total time expended in this area, but had the largest number and highest percent of total contacts. District I had the lowest percent of total contacts with 1.82 percent of total contacts made in this area. "Administration" includes Administrative Report Preparation, Budget Management, Fiscal Administration, Liaison, Other Administrative Functions, Personnel, Policy and Public Relations, and Publicity (for subject definitions see TEMIS Handbook).

CHAPTER V

AUDIENCE GROUPINGS

Chapter V will deal with Extension audience grouping on the Tennessee State level in FY 1970 and 1971 and the supervisory district level in FY 1971. For presentation purposes, Chapter V will be divided into two parts. Part I will deal with time expenditures and contacts made for the total state in FY 1970 and 1971. Part II, then, will deal with district time expenditures and contacts in FY 1971.

Part I: State Time Spent, FY 1970 and 1971

In FY 1970, nearly 159,752 man-days were expected by audience and 4,690,106 contacts were reportedly made. In FY 1971, almost 182,775 man-days were expended by audience and 5,295,513 contacts were made. The large increases in time expenditures and contacts from FY 1970 to 1971 were due largely to personnel increases across the state of Tennessee (see Table XIII).

The largest expenditure of time in either FY 1970 or 1971 was on Audience 19: "Professional (Extension)." In this area, Extension personnel expended about 43,054 man-days in FY 1970, which represented 26.94 percent of their total time. In FY 1971, Extension personnel spent more than 44,797 man-days which represented 24.39 percent of their total time. Although more total man-days were spent in this audience grouping area in FY 1971 than 1970, more grand total man-days were spent in FY 1971 and this brings the percent of total man-days for "professional (Extension)" to a figure slightly lower than that of FY 1970. In

TABLE XIII

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) AUDIENCE CODE GROUPINGS
 ACCORDING TO TIME EXPENDITURES AND CONTACTS MADE IN
 FY 1970 AND FY 1971 ON THE STATE LEVEL

Audience Code Grouping	FY 1970			FY 1971		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
1. Association	3,405.13	2.14	154,502	2,512.89	1.38	119,196
2. Business (Non-cooperative)	1,430.61	.91	68,815	1,452.51	.80	68,319
3. Producer--Non-Coop (Agriculture)	20,838.50	13.04	515,613	21,416.25	11.66	593,914
4. Rapid Adjustment Farm	261.00	.16	1,071	237.00	.13	1,331
5. Resource Management Farm	1,924.00	1.20	16,322	1,871.38	1.02	15,415
6. Cooperative (General)	462.38	.27	25,021	388.87	.20	30,371
7. Family Members and Parents	1,698.00	1.06	107,835	3,000.50	1.63	153,043
8. Home Demonstration Club Members	5,999.12	3.76	243,862	5,502.38	3.00	223,187
9. Young Homemakers	299.50	.19	4,445	785.50	.43	9,693
10. Senior Citizens	162.50	.10	6,100	461.75	.25	9,487
11. Working Women	212.75	.13	3,082	206.75	.11	3,263
12. Public Housing Tenants	1,605.12	1.00	15,375	1,763.88	.96	22,361
13. Handicapped	291.00	.18	2,831	220.75	.12	2,538
14. Disadvantaged	2,425.12	1.52	36,793	8,013.25	4.36	104,152
15. Donated Food Participant	2,761.38	1.73	30,414	3,543.00	1.93	43,689

TABLE XIII

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) AUDIENCE CODE GROUPINGS
 ACCORDING TO TIME EXPENDITURES AND CONTACTS MADE IN
 FISCAL 1970 AND FISCAL 1971 ON THE STATE LEVEL

Audience Code Grouping	FY 1970			FY 1971		
	Spent Time		Number of Contacts of Total	Spent Time		Number of Contacts of Total
	Man-days Expended	Percent of Total		Man-days Expended	Percent of Total	
1. Association	3,405.13	2.14	154,502	2,512.89	1.38	119,196
2. Business (Non-cooperative)	1,430.61	.91	68,815	1,452.51	.80	68,319
3. Producer--Non-Coop (Agriculture)	20,838.50	13.04	515,613	21,416.25	11.66	593,914
4. Rapid Adjustment Farm	261.00	.16	1,071	237.00	.13	1,331
5. Resource Management Farm	1,924.00	1.20	16,322	1,871.38	1.02	15,415
6. Cooperative (General)	462.38	.27	25,021	388.87	.20	30,371
7. Family Members and Parents	1,698.00	1.06	107,835	3,000.50	1.63	153,043
8. Home Demonstration Club Members	5,999.12	3.76	243,862	5,502.38	3.00	223,187
9. Young Homemakers	299.50	.19	4,445	785.50	.43	9,693
10. Senior Citizens	162.50	.10	6,100	461.75	.25	9,487
11. Working Women	212.75	.13	3,082	206.75	.11	3,263
12. Public Housing Tenants	1,605.12	1.00	15,375	1,763.88	.96	22,361
13. Handicapped	291.00	.18	2,831	220.75	.12	2,538
14. Disadvantaged	2,425.12	1.52	36,793	8,013.25	4.36	104,152
15. Donated Food Participant	2,761.38	1.73	30,414	3,543.00	1.93	43,689

TABLE XIII (continued)

Audience Code Grouping	FY 1970			FY 1971		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
			Spent Time			Spent Time
16. Food Stamp Recipient	2,126.50	1.33	29,402	5,908.75	3.22	51,137
17. Homemakers	17,597.38	11.02	230,505	17,213.75	9.37	245,908
18. Leaders	2,439.12	1.53	121,489	1,970.12	1.07	98,629
19. Professional (Extension)	43,054.38	26.94	195,988	44,797.12	24.39	237,505
20. Professional-Non-Prof. (Non-Extension)	3,833.51	2.41	139,633	3,788.13	2.05	118,785
21. Non-Prof. (Extension)	8,684.87	5.43	48,558	15,029.00	8.19	59,420
22. Youth	30,886.45	19.33	2,242,454	33,576.63	18.29	2,452,954
23. Adult	3,138.63	1.97	253,331	4,032.76	2.19	368,339
24. Committees	223.99	.14	8,515	456.13	.24	19,032
25. Development Organizations	627.38	.38	48,577	615.37	.33	40,092
26. Community Clubs	415.62	.26	36,309	528.00	.29	31,276
27. Home Demonstration Clubs	1,682.88	1.05	64,094	2,069.50	1.13	104,282
28. Universities and Colleges	342.75	.22	6,393	276.49	.14	5,091
29. All Government Bodies	602.87	.36	26,593	779.87	.41	58,663
30. County Agricultural Extension Committee	188.75	.12	3,782	192.38	.10	3,346

TABLE XIII (continued)

Audience Code Grouping	FY 1970			FY 1971		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
31. Private Agencies	28.12	.02	1,111	14.50	.00	440
32. Cooperative and Federal Extension Service	92.63	.05	1,291	149.38	.08	685
Total	159,751.73	99.96	4,690,106	182,774.54	99.47	5,295,513
						99.62

FY 1970, 4.18 percent of the total contacts were made with Audience 19; while in FY 1971, 4.47 percent of the total contacts were made in this area. In FY 1970 this represented 4.5 contacts per man-day and in FY 1971 this represented 5 contacts per man-day (see Table XIV). Contacts per man-day indicate work in this area on a person-to-person basis. Most contacts made in this audience grouping would be office or office related work.

The second largest expenditure of time was with Audience 22: "Youth." In FY 1970, 19.33 percent of Extension agents' time was spent in this area and in FY 1971, a similar 18.29 percent of the total time was spent in this area. The most impressive figure was in the percent of total contacts made in this audience area (52.79) in FY 1970. Fewer 46.31 percent of all contacts were made here in FY 1971. These figures represented the largest number and percents of contacts made in either FY 1970 or 1971. In this area, 4-H is the primary concern and large numbers of youth are usually contacted.

Audience 3: "Producer--Non-Cooperative (Agriculture)" represented the third largest expenditure of Tennessee Extension time in FY 1970 and 1971. In FY 1970, 13.04 percent of total expended man-days were spent and 10.99 percent of all contacts were made here. In FY 1971 11.66 percent of Tennessee Extension Agents' time was spent and 11.21 percent of total contacts were made in this area. In FY 1970, 25 contacts were made in this area. In FY 1970, 25 contacts per man-day were made and in FY 1971, 28 contacts per man-day were made (see Table XIV). This, though there was a decrease in the percent of total time spent in FY 1971, there was an increase in contacts made and quantitative efficiency.

TABLE XIV

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) CONTACTS
PER MAN-DAY BY AUDIENCE CODE GROUPINGS ON THE
STATE LEVEL IN FISCAL 1970 AND 1971

Audience Code Grouping	State Contacts Per Man-day Fiscal 1970	State Contacts Per Man-day Fiscal 1971
1. Association	45	47
2. Business (Non-Cooperative)	48	47
3. Producer--Non-Coop. (Agric.)	24	27
4. Rapid Adjustment Farm	4	5
5. Resource Management Farm	9	8
6. Cooperative (General)	54	78
7. Family Members and Parents	64	50
8. Home Demonstration Club Members	40	40
9. Young Homemakers	14	12
10. Senior Citizens	38	20
11. Working Women	14	15
12. Public Housing Tenants	10	12
13. Handicapped	9	11
14. Disadvantaged	15	13
15. Donated Food Participant	11	12
16. Food Stamp Recipient	13	8
17. Homemakers	13	14
18. Leaders	49	50
19. Professional (Extension)	4	5
20. Professional-Non-Professional (Non-Extension)	36	31

TABLE XIV (continued)

Audience Code Grouping	State Contacts Per Man-day Fiscal 1970	State Contacts Per Man-day Fiscal 1971
21. Non-Professional (Extension)	6	3
22. Youth	72	73
23. Adult	80	91
24. Committees	38	41
25. Development	77	65
26. Community Clubs	87	59
27. Home Demonstration Clubs	38	50
28. Universities and Colleges	18	18
29. All Government Bodies	45	75
30. County Agricultural Extension Committee	20	18
31. Private Agencies	39	30
32. Cooperative and Federal Extension Service	14	5
Average	30	28

Extension Audience 17: "Homemakers" was the largest expenditure of time in the home economics sector. This area represented the fourth largest expenditure of time in either FY 1970 or 1971. In FY 1970, 11.02 percent of all Extension time was spent with "Homemakers." In FY 1971, 9.37 percent of total Extension time was spent here. The percent of total contacts for the two years was approximately the same with 4.91 percent of total contacts made in FY 1970 and 4.64 percent of total contacts made in FY 1971. In FY 1970, 13 contacts per man-day were made and in FY 1971, 14 contacts per man-day were made (see Table XIV). More total contacts were made in FY 1971 than in FY 1970. This indicates that Extension personnel contacting this audience made more contacts using less total time in FY 1971 than in FY 1970.

The next largest time expenditure was made with Audience 21: "Non-Professional (Extension)." This area included program assistants, sub-professionals, and other non-professional Extension workers. In FY 1970 and 1971, then, this area represented the fifth largest expenditure of Extension time, accounting for 5.43 percent of Extension agent time expenditures in fiscal 1970 and 8.19 percent of the total in FY 1971. In FY 1970, only 1.03 percent of all contacts were made in this area. The same was true in FY 1971, with 1.12 percent of the total in this area. The large increase in time expenditure from FY 1970 to 1971 was due, in part, to an increase in the number of program assistants and sub-professionals who worked with Extension professionals in expanded nutrition. The type of teaching and program carry-through represented here does not normally lend itself to mass media; thus, the low percentage of total contacts made by Extension personnel in this area may be explained.

Audience 8: "Home Demonstration Club Members," received 3.76 percent of the total time expended by Extension personnel in FY 1970, while in FY 1971, 3.00 percent of the total time was expended. In FY 1970, 5.20 percent of all contacts were made in this area compared to only 4.21 percent in FY 1971. On a percentage basis, it would seem that there were decreases in actual man-days spent and contacts made from FY 1970 to 1971 here. However, the drops were relatively small (see Table XIII, page 80).

Audiences 14 and 16: "Disadvantaged" and "Food Stamp Recipient," respectively, represented groups related directly or indirectly to Extension programs designed to meet specific needs. These were audiences representing drastic increases in Extension time expenditures made in FY 1971 over 1970. In FY 1970, 1.52 percent of total time was spent with the "Disadvantaged" and 1.33 percent of total time was spent with "Food Stamp Recipient." In FY 1971, 4.36 percent of total time was spent with the "Disadvantaged" and 3.22 percent of total time with "Food Stamp Recipient." The drastic increase in time expenditure with these audiences resulted from the addition of personnel and an increase in program emphasis. In FY 1970, these audiences recorded 1.41 percent of all contacts made, whereas in FY 1971 they had 2.93 percent of total contacts (see Table XIII). The increase in the percent of contacts made with these audiences was related to the increase in man-days expended.

Audience 18: "Leaders" is an area which is considered vital to Extension program planning, carry-through, evaluation, and feed-back. This audience received 1.53 percent of total county Extension time spent in FY 1970. Also, 2.59 percent of all contacts were made with this

audience. Comparing FY 1970 with FY 1971, in which 1.07 percent of total time was spent and 1.85 percent of the total contacts were made, it is noted that both man-days spent and contacts made decreases.

Audience 23: "Adult" was another audience which received greater emphasis in FY 1971 than in FY 1970. In FY 1970, 1.97 percent of total time was spent and 5.40 percent of all contacts were made with this audience. In FY 1971, increases to 2.19 percent of total time and 6.97 percent of total contacts were made. "Adult" was an audience category in which general adults not classified in any specific area were placed.

Part II: District Time Spent, FY 1971

Part II of Chapter V will be devoted to a comparative discussion of district time expended contacts made in FY 1971 by audience groupings. Data will be presented in Table XV and XVI.

Agents in District I expended 40,992 man-days and made a total of 1,329,233 contacts. This represented the largest expenditure of time or contacts on the district level in Tennessee. District II agents were second with time and contact expenditures of 38,262 man-days and 1,286,609 contacts. District V agents were third with 31,714 man-days expended and 975,760 total contacts made. Agents in District III were next with 28,864 man-days expended and 844,816 total contacts made. Agents in District IV, the smallest district, had 23,792 man-days expended and 545,490 total contacts made.

It should be noted at this point that an additional 20,028 man-days and 316,948 contacts were made through Extension headquarters.

TABLE XV

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) AUDIENCE CODE GROUPINGS
ACCORDING TO TIME EXPENDITURES MADE IN FISCAL 1971 ON THE DISTRICT LEVEL

Audience Code Grouping	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total	
1. Association	496	1.18		457	1.16		261	.87		170	.69		253	.77	
2. Business (Noncooperative)	211	.48		643	1.63		139	.46		80	.30		240	.72	
3. Producer--Non- cooperative (Agric.)	6,649	16.22		3,900	10.19		2,424	8.39		2,453	10.31		3,759	11.85	
4. Rapid Adjustment Farm	60	.14		32	.08		48	.16		12	.05		55	.17	
5. Resource Management Farm	210	.51		494	1.29		456	1.57		50	.21		597	1.88	
6. Cooperative (general)	69	.15		95	.23		36	.11		51	.20		46	.12	
7. Family Members and Parents	585	1.42		433	1.13		686	2.37		877	3.68		356	1.12	
8. Home Demonstration Club Members	608	1.48		1,876	4.90		1,145	3.96		866	3.64		995	3.13	
9. Young Homemakers	75	.18		104	.27		73	.25		153	.64		380	1.20	
10. Senior Citizens	91	.22		38	.10		46	.16		174	.73		109	.34	
11. Working Women	61	.14		46	.12		21	.07		44	.18		35	.11	
12. Public Housing Tenants	722	1.76		384	1.00		336	1.16		152	.64		170	.53	
13. Handicapped	20	.04		28	.07		38	.13		71	.29		64	.20	
14. Disadvantaged	493	1.20		3,138	8.20		2,260	7.83		859	3.61		1,205	3.80	
15. Donated Food Participant	2,092	5.10		1,433	3.74		4	.01		3	.01		8	.02	
16. Food Stamp Recipient	1,644	4.01		560	1.46		1,244	4.31		895	3.76		1,562	4.92	
17. Homemakers	4,039	9.85		2,084	5.44		3,687	12.77		4,285	18.01		3,006	9.47	
18. Leaders	381	.92		565	1.46		277	.94		121	.48		590	1.84	
19. Professional (Extension)	8,171	19.91		7,669	19.99		6,850	23.69		4,762	19.97		7,650	24.08	

TABLE XV (continued)

Audience Code Grouping	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total		Man-days Expended	Percent of Total	
20. Professional- Non-Professional (Non-Extension)	1,193	2.89		508	1.31		292	.99		194	.80		417	1.30	
21. Non-Professional (Extension)	3,243	7.90		4,336	11.31		2,014	6.96		3,328	13.96		2,080	6.55	
22. Youth	7,294	17.75		8,014	20.91		5,130	17.74		3,632	15.24		6,667	20.99	
23. Adult	1,136	2.76		591	1.53		655	2.26		252	1.05		576	1.80	
24. Committees	75	.16		55	.13		55	.18		44	.18		92	.28	
25. Development Organizations	107	.24		116	.28		110	.37		45	.18		83	.25	
26. Community Clubs	121	.29		106	.27		99	.34		44	.18		150	.47	
27. Home Demonstration Clubs	956	2.33		374	.97		285	.98		76	.32		378	1.19	
28. Universities and Colleges	38	.08		14	.02		13	.04		15	.05		22	.06	
29. All Government Bodies	154	.35		111	.26		113	.37		68	.26		139	.41	
30. County Agricultural Extension Committee	20	.05		57	.14		68	.23		23	.09		22	.07	
31. Private Agencies	2	.00		7	.01		1	.00		1	.00		2	.00	
32. Cooperative and Federal Extension Service	1	.00		2	.00		3	.01		0	.00		1	.00	
Total	40,992	100.00		38,262	100.00		28,864	100.00		23,792	100.00		31,714	100.00	

TABLE XVI

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) AUDIENCE CODE GROUPINGS
ACCORDING TO CONTACTS MADE IN FISCAL 1971 ON THE DISTRICT LEVEL

Audience Code Grouping	DISTRICT I		DISTRICT II		DISTRICT III		DISTRICT IV		DISTRICT V	
	Contacts Made	Percent of Total	Contacts Made	Percent of Total	Contacts Made	Percent of Total	Contacts Made	Percent of Total	Contacts Made	Percent of Total
1. Association	33,744	2.50	25,520	1.95	15,335	1.76	20,329	3.70	6,888	.67
2. Business (Non-cooperative)	18,847	1.37	34,444	2.68	3,425	.38	5,950	1.03	4,106	.36
3. Producer--Non-cooperative (Agric.)	161,763	12.16	121,862	9.47	72,913	8.63	98,139	17.99	107,590	11.02
4. Rapid Adjustment Farm	351	.02	406	.03	174	.02	98	.01	171	.01
5. Resource Management Farm	1,807	.13	3,788	.29	3,147	.37	650	.11	5,982	.61
6. Cooperative (general)	5,740	.41	8,939	.67	2,911	.33	1,699	.29	4,378	.43
7. Family Members and Parents	19,528	1.46	18,476	1.43	70,620	8.35	31,977	5.86	10,900	1.11
8. Home Demonstration Club Members	4,334	3.26	80,915	6.28	31,097	3.68	26,490	4.85	41,045	4.20
9. Young Homemakers	1,570	.11	1,445	.11	726	.08	1,792	.32	4,165	.42
10. Senior Citizens	3,406	.25	2,871	.22	509	.06	1,640	.30	1,506	.15
11. Working Women	1,159	.08	815	.06	196	.02	684	.12	406	.04
12. Public Housing Tenants	5,410	.40	5,415	.42	7,814	.92	1,617	.29	2,115	.21
13. Handicapped	422	.03	351	.02	464	.05	672	.12	629	.06
14. Disadvantaged	13,030	.98	43,854	3.40	24,122	2.85	7,186	1.31	15,933	1.63
15. Donated Food Participant	31,212	2.34	11,422	.88	65	.00	893	.16	122	.01
16. Food Stamp Recipient	17,347	1.30	3,801	.29	11,112	1.31	6,742	1.23	12,128	1.24
17. Homemakers	71,110	5.34	49,792	3.87	50,256	5.94	41,545	7.61	32,649	3.34
18. Leaders	17,296	1.28	37,161	2.87	7,155	.83	2,694	.47	18,558	1.87
19. Professional (Extension)	55,085	4.08	43,158	3.30	24,879	2.89	12,615	2.25	36,065	3.63

TABLE XVI (continued)

Audience Code Grouping	DISTRICT I			DISTRICT II			DISTRICT III			DISTRICT IV			DISTRICT V		
	Contacts Made	Percent of Total		Contacts Made	Percent of Total		Contacts Made	Percent of Total		Contacts Made	Percent of Total		Contacts Made	Percent of Total	
20. Professional-Non-Professional (Non-Extension)	19,094	1.42		27,502	2.12		6,925	.81		5,619	1.01		31,594	3.21	
21. Non-Professional (Extension)	11,078	.81		14,877	1.14		9,774	1.15		10,760	1.96		12,863	1.30	
22. Youth	598,892	45.00		656,533	50.99		338,026	39.97		244,495	44.78		500,914	51.28	
23. Adult	105,729	7.94		58,795	4.56		133,153	15.75		6,031	1.10		54,434	5.57	
24. Committees	3,729	.26		2,871	.19		2,223	.24		2,885	.51		4,001	.10	
25. Development Organization	7,715	.56		8,164	.62		5,523	.64		5,444	1.22		6,776	.69	
26. Community Clubs	6,322	.47		7,461	.57		7,221	.85		2,086	.38		7,983	.81	
27. Home Demonstration Clubs	59,219	4.45		10,623	.82		10,516	1.24		1,914	.35		22,021	2.25	
28. Universities and Colleges	352	.01		132	.00		252	.02		82	.01		971	.09	
29. All Government Bodies	15,678	1.13		4,021	.28		3,326	.36		2,553	.44		28,893	2.92	
30. County Agricultural Extension Committee	326	.02		1,250	.09		1,089	.12		345	.06		301	.03	
31. Private Agencies	32	.00		169	.00		3	.00		180	.03		45	.00	
32. Cooperative and Federal Extension Service	12	.00		180	.01		0	.00		0	.00		0	.00	
Total	1,329,233	100.00		1,286,609	100.00		844,816	100.00		545,490	100.00		975,760	100.00	

These figures would represent time and contacts made by administration, specialists, and others working directly and indirectly with Extension. There were totals of 183,652 man-days expended and 5,298,856 contacts made by Extension personnel in the state of Tennessee.

The largest single percentage of total time expended was made in District V with Audience 19: "Professional Extension." This audience recorded 24.08 percent of total time for that district (see Table XV, page 89). The lowest percent of total time recorded in this area was for agents in District I with 19.91 percent. Under this audience heading many types of administrative functions were carried out. District I agents recorded largest number and highest percent of total contacts for this in audience with 4.08 percent. District IV recorded 2.25 percent of its total contacts with this audience and was the low district.

The second largest expenditure of time on the district level also occurred in District V for audience 22: "Youth." Extension personnel in District V spent 20.99 percent of their total time in this area. "Youth," however, represented the largest expenditure of time and contacts made by agents in District II with 20.91 percent of total time and 50.99 percent of total contacts. District V agents made the largest percent of their contacts with this audience recording 51.28 percent of the total. District IV spent the smallest number and lowest percent of total man-days with this audience 15.24 percent. District III made the lowest percent of total contacts in this area with only 29.97 percent of all contacts recorded.

For Audience 3: "Producer--Non-Cooperative (Agriculture)," District I agents had the largest and highest percent of total man-days

expended with 16.22 percent. Agents in District IV had the highest percent of total contacts made in this area with 17.99 percent. District III agents had the lowest percent of total man-days expended 8.39 and the lowest percent of total contacts made 8.63.

Audience 17: "Homemakers" received the second largest expenditure of time from District IV agents. District IV agents had the highest percent 18.01 of total man-days expended with this audience and the highest percent of total contacts made 7.61. District II had the lowest percent of total man-days expended in this area with only 5.44 percent. District V had the lowest percent 3.34 of total contacts made with this audience. Thus, there was a wide variation in time expenditures and contacts made with this audience when districts were compared.

Audience 21: "Non-Professional Extension" was an audience category for people who were Extension employees in a non-professional capacity. District IV had the highest percent of total man-days and contacts recorded for this audience with 13.96 percent of total man-days and 1.96 percent of total contacts. District V had the lowest percent of total man-days expended with 6.55 percent. District I had the lowest percent of total contacts made with only .81 percent. The low numbers of contacts in this area would, in the main, indicate professional Extension agents giving training to the non-professional program aids.

Audience 14: "Disadvantaged" and "Food Stamp Recipient" were audiences for which District III agents recorded the largest combined percent of total man-days spent with 7.83 percent for the "Disadvantaged" and 4.31 percent for "Food Stamp Recipient," to give a total of 12.14 percent of all District III expended. District IV had the lowest total

combined percentage for these audiences with 7.37 percent. Percents of contacts recorded by agents in all five districts were similar.

Audience 18: "Leaders" was an audience area which apparently received minor attention in FY 1971. District V expended the highest number 590 man-days and percent 1.84 of total man-days for this audience. District II agents expended the largest number and percent of total contacts with 37,161 contacts representing 2.87 percent. District IV had the lowest number and percent of total man-days expended in this area and the lowest number and percent of total contacts made. Agents in District IV spent 121 man-days .48 percent of total man-days and made 2,694 contacts .47 percent of total contacts with "Leaders."

Audience 23: "Adults," included individuals over 21 years of age. District I spent the largest number and percent of total man-days here with 1,136 man-days expended which represented 2.76 percent of the total. In District III, a surprisingly large total of 133,153 contacts was made which represented 15.75 percent of all contacts made in that district. This percent of total contacts was nearly twice the percent of contacts made in the next closest district. District IV agents recorded had the lowest number and percent of total man-days and the lowest number and percent of total contacts. In this district, 252 man-days were expended which represented 1.05 percent of the total man-days. Also, 6,031 contacts were made which represented 1.10 percent of all contacts made in that district. Comparing District III and District IV by contacts made as it is seen that agents in the former district made 127,122 more contacts with this audience than did agents in the latter. This may mean only, that Extension personnel in District III

tended to use the general audience code "Adult" rather than other similar audience codes. It also suggests the smaller staff and population in District IV.

CHAPTER VI

SUMMARY AND RECOMMENDATIONS

In order for the Tennessee Agricultural Extension Service to fulfill its mission as the educational arm of the United States Department of Agriculture and The University of Tennessee, it is important to know how Tennessee Extension personnel plan and spend their time. This study deals with how Tennessee Extension personnel planned their time in FY 1971, as shown in the POW, at state level and how they spent their time in FY 1970 and 1971 at district and state levels. Also, it was desired to ascertain how Tennessee Extension personnel had planned their state time in the POWP extending through FY 1975.

The specific purposes of this study, then, were: (1) to determine the numbers and percents of man-days planned for work related to elements and purposes at the state level in FY 1971; (2) to determine the numbers and percents of man-days spent and contacts made, and the the numbers of contacts per man-day made on work related to elements, purposes, subjects, and audiences at district and state levels in FY 1970 and 1971; (3) to compare the numbers and percents of man-days planned for FY 1971 and time spent and contacts made on work related to elements, purposes, subjects and audiences at district and state levels in FY 1970 and 1971; and (4) to determine where Extension time was planned to be allocated through FY 1975 by elements and purposes at the state level.

A detailed analysis of how the Tennessee Agricultural Extension personnel planned and spent their time on the district and state levels was obtained from TEMIS in the form of computer print-outs according to state purposes, primary subjects, and primary audiences.

The study was divided into three parts; the first being an analysis of district and state planned for FY 1971, expended time for FY 1970 and 1971, and a look at time planned through 1975. In the first part of the study, time was analyzed according to National Elements. In the second part of the study, subject groupings were analyzed for district and state levels by time expenditures in FY 1970 and 1971. The third part of the study dealt with audience groupings for district and state levels. Time expenditures were here analyzed for FY 1970 and 1971.

Summary of Findings

With regard to planned and expended time and contacts made on district and state levels according to Elements, Subjects, and Audiences; listed in the paragraphs that follow are some of the principle findings.

A summary of findings dealing with time spent and contacts made grouped under the National Elements includes the items listed below.

1. In FY 1971 for the state level 23,109 more man-days were expended than in FY 1970. The additional man-days appeared in the areas of "Improve Nutrition" and "4-H Youth Development Programs" with only slight shifts in man-days spent in other areas.
2. In FY 1971 for the state level, 607,344 more contacts were made by staff than in FY 1970. These additional contacts

appeared for the most part in "Marketing and Distribution," "Improve Nutrition," and "4-H Youth Development Programs."

3. In FY 1971, Extension personnel spent more time than they planned to spend in every area except "Forestry Production and Marketing" in which they planned to spend 1,101 man-days and actually spent 916 man-days.
4. With few exceptions at the state level, there was a wide variation between planned and expended time in the National Elements.
5. At the district level in FY 1970, with few exceptions, time expenditures and contacts made were consistent in all five Extension supervisory districts.
6. The POWP time planned varied little for 1972, 1973, 1974, and 1975; however, this time varied greatly from the time planned and time actually expended in FY 1971.

Regarding study findings related to time expended and contacts made according to primary subject groupings, the statements listed below apply.

1. In FY 1971 at the state level, there was 23,900 more man-days expended than in FY 1970 by subject groupings. The largest part of this time was spent in the subject area "Nutrition."
2. Between FY 1970 and 1971 there were significant shifts in Extension time expended and contacts made under the subject groupings.
3. For the district level in FY 1971, time expenditures and contacts made were consistent in the agricultural areas and

4-H and youth-related areas. However, large variations or changes occurred in the areas of nutrition and home economics.

Findings concerning subject and audience categories for state and district levels in FY 1970 and 1971 included those presented below.

1. The widest variations of time at the state level in FY 1970 and 1971 were noted for audiences. Large time and contact variations were noted in nearly all audience categories.
2. The increases in total state time expended between FY 1970 and 1971 were noted most in the subject and audience classes dealt with expanded nutrition work.
3. General agriculture and home economics state time expenditures were reduced; while administration and 4-H youth work had slight increases in man-days expended.
4. At the district level, there were multiple variations for time expended and contacts made within and among districts. The largest variations in contacts made were for general agriculture and adult work.
5. There were more variations at both state and district levels by audience groupings than by National Elements or subject groupings.

Recommendations

Some recommendations drawn from the findings of this study are listed below.

1. Supervisory and administrative staff members should use the findings of this benchmark study as they make future decisions regarding allocations of staff time in the areas of program emphasis for which Extension has responsibility.
2. Further study is recommended in specific work or audience areas (e.g., Beef, Clothing, Senior 4-H, Community Resource Development) using TEMIS information; which would help identify specific areas of need and future program emphasis.
3. It is further recommended that program accomplishment and personnel performance facts be related to TEMIS data in an effort to give additional meaning and utility to future computerized retrieval and analysis (e.g., using stepwise regression analysis, what program accomplishment, agent performance and characteristic factors are associated with high and low man-day expenditures, contacts made and contacts per man-day).

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APPENDIX

TABLE XVII

TENNESSEE EXTENSION MANAGEMENT INFORMATION SYSTEM (TEMIS) PURPOSES ACCORDING
TO TIME EXPENDITURES AND CONTACTS MADE ON THE STATE LEVEL
IN FISCAL 1970 AND 1971

Purpose Code	FY 70			FY 71		
	State Spent Time			State Spent Time		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
010	594.12	.37	16,256	643.62	.35	47,945
011	153.62	.10	4,172	182.88	.10	5,280
020	1,243.00	.78	30,956	1,300.25	.71	29,097
021	2,984.12	1.87	25,893	2,575.00	1.40	24,170
022	139.62	.09	1,916	157.25	.08	1,542
030	407.12	.25	3,653	338.75	.18	4,474
031	753.88	.47	11,507	798.00	.43	8,921
032	67.25	.04	2,084	35.12	.02	220
033	28.75	.02	356	22.62	.01	145
040	2,535.75	1.59	49,153	2,660.00	1.45	70,080
041	4,921.00	3.08	122,690	4,001.00	2.18	100,791
042	515.12	.32	5,773	479.12	.26	3,996
050	3,265.38	2.04	72,536	3,368.00	1.83	86,096
051	1,095.25	.68	27,460	1,166.38	.64	19,271
052	169.62	.11	1,517	399.88	.22	3,760
060	2,294.38	1.44	13,702	2,847.38	1.55	59,254
061	461.50	.29	13,702	497.12	.27	9,217

TABLE XVII (continued)

Purpose Code	FY 70			FY 71		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
062	77.25	.05	781	149.12	.08	2,376
110	208.12	.13	4,916	132.38	.07	2,530
120	23.25	.01	141	77.62	.04	7,698
121	15.00	.01	15	33.00	.02	118
130	60.38	.04	680	27.00	.01	486
190	2,472.38	1.55	112,220	2,751.25	1.50	151,482
200	289.75	.18	10,518	264.88	.14	15,366
210	305.75	.19	25,698	211.75	.12	6,334
220	671.00	.42	304,849	755.75	.41	390.77
230	9.38	.00	250	6.50	.00	117
240	93.38	.06	1,391	51.62	.03	217
300	18.75	.01	347	38.75	.03	366
310	6.62	.00	57	1.25	.00	20
320	8.25	.00	82	8.38	.00	168
380	1,832.50	1.15	73,187	2,018.25	1.10	85,332
381	214.38	.13	8,541	293.88	.16	9,711
382	279.25	.17	14,828	311.50	.17	10,501
390	297.38	.19	15,638	292.12	.16	10,941
391	34,353.38	21.50	261,063	3,462.00	1.88	51,085

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Purpose Code	FY 70			FY 71		
	State Spent Time		Percent of Total	State Spent Time		Percent of Total
	Man-days Expended	Number of Contacts		Man-days Expended	Number of Contacts	
392						
460	101.25	.06		6,704	.14	49,608.62
470	212.75	.13		3,671	.08	113.00
480	62.88	.04		1,880	.04	165.12
481	3.50	.00		89	.00	103.75
540	13,818.12	8.65		975,979	20.80	16.75
550	2,444.38	1.53		203,153	4.33	202,002
560	944.62	.59		58,064	1.24	38,723
570	2,034.38	1.27		154,204	3.29	115,790
580	13,246.12	8.29		873,894	18.63	945,867
541						2,755.38
630	1,042.75	.65		51,421	1.10	91,188
631	334.12	.21		15,019	.32	34,882
632	473.62	.30		11,692	.25	9,456
640	96.00	.06		2,179	.05	9,910
650	1,535.50	.96		42,735	.91	1,844
651	455.88	.28		14,150	.30	39,502
652	340.88	.21		11,624	.25	13,867
653	303.25	.19		12,932	.28	13,094
						8,204
						231.38
						1.12
						1.72
						1.66
						1.18
						1.19
						1.03
						1.74
						1.26
						1.25
						1.15

TABLE XVII (continued)

Purpose Code	FY 70			FY 71		
	State Spent Time		Percent of Total	State Spent Time		Percent of Total
	Man-days Expended	Number of Contacts		Man-days Expended	Number of Contacts	
654	584.88	48,156	1.03	659.75	24,962	.47
655	3,112.88	91,682	1.95	3,545.00	113,825	2.15
656	477.12	9,632	.20	847.62	15,408	.29
660	189.75	3,055	.06	172.50	5,316	.10
661	75.12	1,363	.03	80.88	2,065	.04
670	207.88	10,634	.23	213.88	16,159	.30
680	22.12	1,772	.04	30.25	1,307	.02
690	262.62	14,592	.31	343.62	18,457	.35
700	33.12	1,603	.03	50.88	2,378	.04
710	162.25	5,441	.12	221.75	7,461	.14
720	20.75	941	.02	27.62	1,243	.02
730	1,022.62	41,771	.89	867.25	31,676	.60
740	918.12	63,512	1.35	1,002.50	58,580	1.10
741	272.88	16,839	.36	374.25	17,895	.34
750	308.38	11,334	.24	245.25	11,872	.22
760	164.75	7,830	.17	189.12	8,920	.17
770	124.12	5,976	.13	98.75	4,035	.08
771	45.62	3,046	.06	70.88	13,810	.26
810	182.62	7,214	.15	138.12	3,484	.06

TABLE XVII (continued)

Purpose Code	FY 70			FY 71		
	Man-days Expended	State Percent of Total	Number of Contacts	Percent of Total	State Percent of Total	Number of Contacts
						Spent Time Percent of Total
820	14.25	.01	229	.00	.01	374
830	29.00	.02	1,047	.02	.01	389
870	104.62	.06	158	.00	.07	614
871	178.50	.11	1,033	.02	.14	3,017
880	226.12	.14	562	.01	.10	1,138
881	121.25	.08	741	.02	.07	1,253
890	292.12	.18	6,129	.13	.12	22,320
900	16.62	.01	686	.01	.03	2,736
910	21.50	.01	431	.01	.03	1,328
940					.43	4,327
941					.47	8,484
942					.59	8,613
943					.44	6,277
944					.65	9,037
945					.05	1,921
946					.17	2,243
947					.93	5,797
950	2,173.00	1.36	14,325	.30		

TABLE XVII (continued)

Purpose Code	FY 70			FY 71		
	Man-days Expended	Percent of Total	Number of Contacts	Man-days Expended	Percent of Total	Number of Contacts
951	71.25	.04	571			
952	114.75	.07	546			
953	276.62	.17	852			
954	3,188.62	2.00	7,223			
960	628.25	.39	7,950			
961	47.00	.01	387			
962	21.88	.01	204			
963	214.12	.13	1,418			
964	840.62	.53	17,043			
970	9,038.38	5.66	330,131	8,991.25	4.90	382,468
980	33,630.00	21.05	241,770	19,038.00	10.37	228,866
990				13,563.50	7.38	330
Total	159,751.70	99.92	4,691,203	183,651.72	99.97	5,298,547
						99.92

Agricultural Extension Service
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THE UNIVERSITY OF TENNESSEE
Institute of Agriculture

Week Ending

A		B		C		D		*S.I. (Status of Input)		**Personal Location					
Year		Mo.		Social Security Number		County, Area or Dept. Assigned		A = New C = Correction D = Deletion							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
E	F	G	H	I	J	K	L	Number in Audience		N	O	P	I d g n t .		
Day	Area Allocation	Trib. or Plan. Area	*S. Purpose I. Code	*S. Purpose I. Code	Task Code	Subject Code	Aud. Code	I	II	III	Time Exp.	** P. L.	Teach Meth		
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64
65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96
97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112
113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128
129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144
145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160
161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176
177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192
193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208
209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224
225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240
241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256
257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272
273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288
289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304
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VITA

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