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To the Graduate Council:

I am submitting herewith a thesis written by Charles Henry Edwards entitled "The Composition, Organization and Functions of the County Agricultural Extension Committee." I recommend that it be accepted for nine quarter hours of credit in partial fulfillment of the requirements for the degree Master of Science, with a major in Agricultural Extension.

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THE COMPOSITION, ORGANIZATION AND FUNCTIONS
OF THE COUNTY AGRICULTURAL EXTENSION
COMMITTEE

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
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CHAPTER I

INTRODUCTION

The chain of activities and events leading up to the passage of the Smith-Lever Act in 1914 establishing the Cooperative Extension Service as a federal agency is marked by many important milestones. Agricultural societies, State Boards of Agriculture, farmers' institutes and Dr. Seaman A. Knapp's cotton demonstration all played their timely parts. Finally, the Smith-Lever Act (which has been amended frequently, most recently in 1962) provided solid financial support for the Cooperative Extension Service on a national basis, and made possible development of workable patterns of federal, state and county cooperation.

I. STATEMENT OF THE PROBLEM

The Smith-Lever Act does not provide any definite pattern of procedure to be followed by Land-Grant Colleges in the various states in dealing with counties concerning Cooperative Extension Service activities within the county. As a result, a number of different types of organizational and financing procedures have evolved in the several states.

Three types of county groups sponsoring Extension work in the counties were identified by Frutchev, Sheffield and Groening (15:1) in their summary of a 1955 survey of county organizational

and financing procedures conducted through the Land-Grant Colleges of the various states. Specifically, their findings in regard to the categories of Extension sponsorship in the states were as follows:

In every county in which Cooperative Extension work is conducted there is a responsible county group with whom the Land-Grant College deals on official matters.

The county groups fall into three categories; (1) the general governing officials of the county like the Board of County Commissioners; (2) another group provided for under State law but NOT the general governing officials; and (3) a group not provided for under the laws of the state.

The 1955 summary revealed that the county group with whom the Land-Grant College dealt officially in 28 of the states reporting was the general governing officials of the county (referred to hereafter as Group A). In 13 states, it was another group provided for under state law (referred to hereafter as Group B). In five states it was a group not provided for under state law (referred to hereafter as Group C). Figure 1 shows the states falling in the above-named categories in 1955.

A similar and more comprehensive survey was conducted cooperatively by the Federal Extension Office and Tennessee Agricultural Extension Service in 1962 (see Appendix B). Dotson, Frutchev and Groening found that the classification of three major types of county groups sponsoring Extension work in the counties did not change during the interim between 1955 and 1962. A number of states, however, did shift from one type to another. Figure 2 shows the states falling in the three categories in 1962.

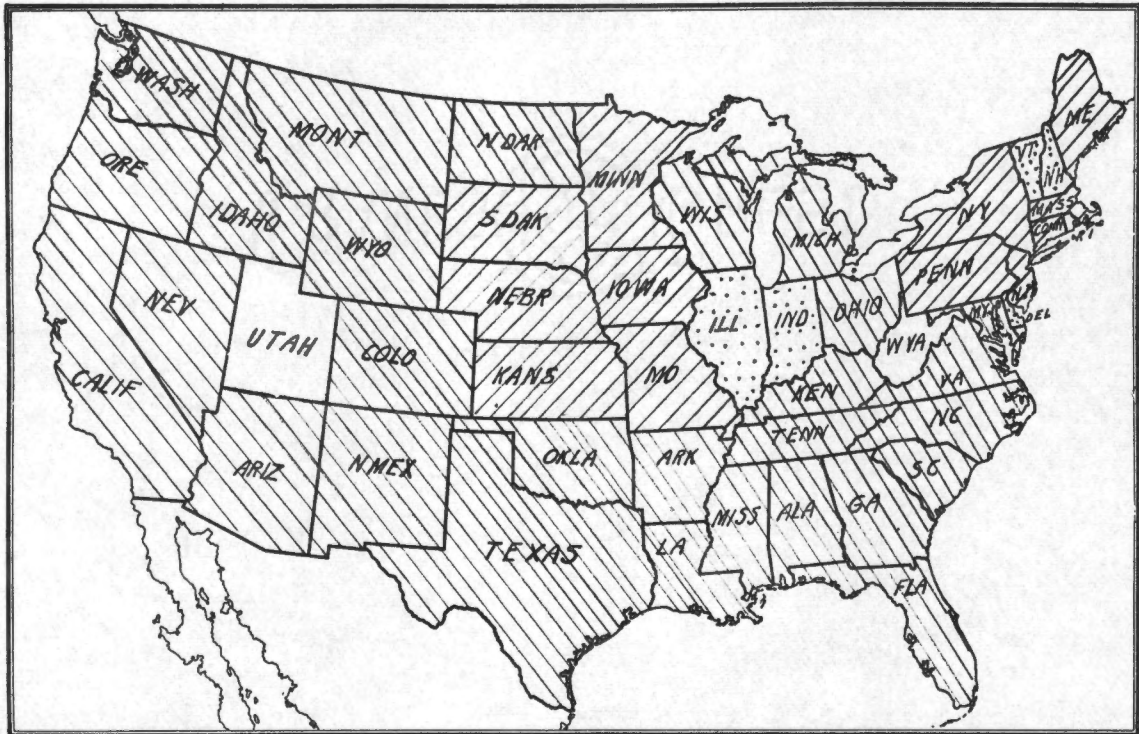
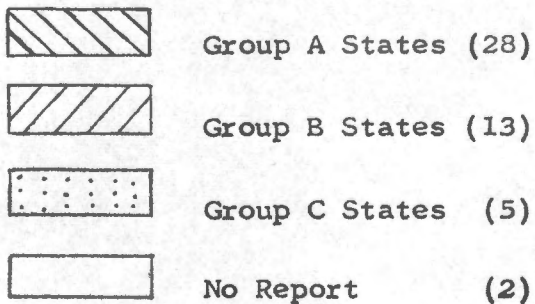


FIGURE 1

COUNTY GROUPS RESPONSIBLE FOR DEALING WITH
LAND-GRANT COLLEGES IN 1955
BY STATES



*Alaska, Hawaii and Puerto Rico excluded because no county funds are involved.

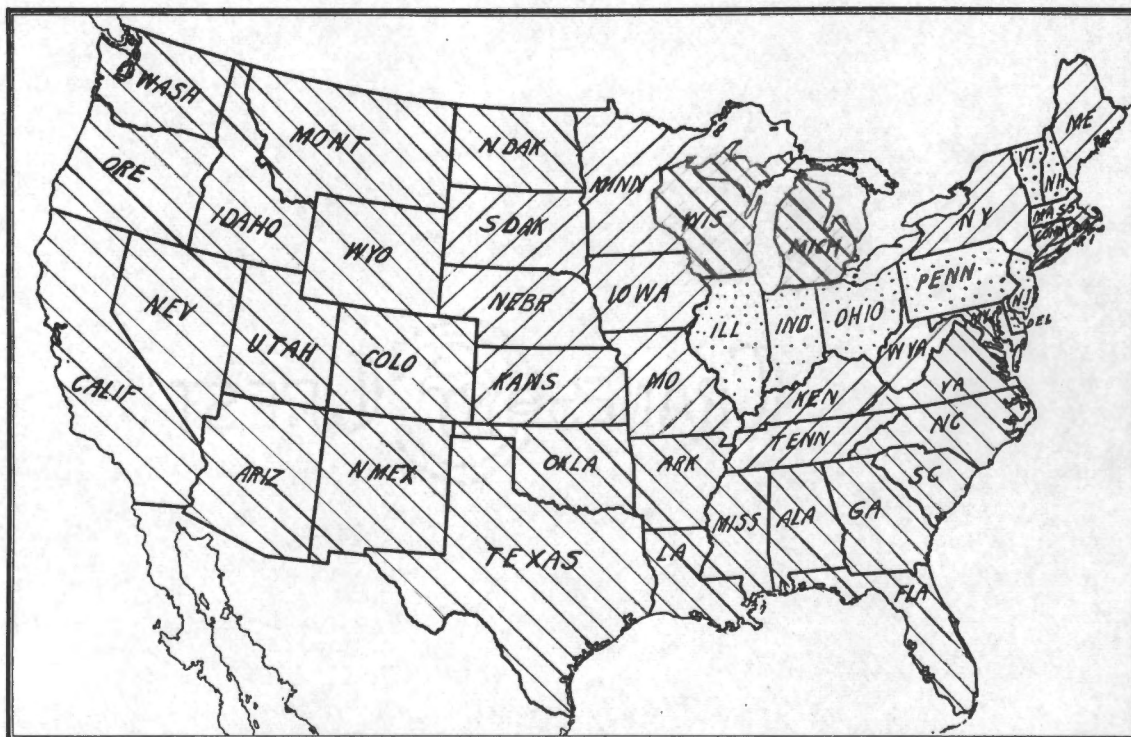


FIGURE 2

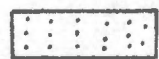
COUNTY GROUPS RESPONSIBLE FOR DEALING WITH
LAND-GRANT COLLEGES IN 1962
BY STATES*



Group A States (26)



Group B States (14)



Group C States (8)

*Alaska, Hawaii and Puerto Rico excluded because no county funds are involved.

The number of states in Group A decreased from 28 in 1955 to 26 in 1962. The number of states in Group B increased from 13 in 1955 to 14 in 1962. In Group C, the increase was from five states in 1955 to eight states in 1962. During the interim, Kentucky and Tennessee changed from Group A to Group B; Ohio changed from Group A to Group C, and Pennsylvania and New Jersey changed from Group B to Group C. It also was noted that two states did not report in 1955, Utah and West Virginia, and two new states, Alaska and Hawaii, were added to the Union in the interim for a total of fifty states plus Puerto Rico. Alaska, Hawaii and Puerto Rico are not included in the groupings since no county funds were involved in their areas.

Although there has been in each state county groups with whom the Land-Grant College has dealt officially on matters relating to the conduct of Extension work, the matters dealt with have not been uniform in all counties. Some counties also have had advisory committees of citizens who have been consulted on policy formation, program development and other matters.

The 14 states included in Group B in 1962 had state laws providing for county groups other than the general governing officials of the county, and setting forth certain specific duties of the county groups.

Group B states included: Kentucky and Tennessee in the Southern Region; Iowa, Kansas, Minnesota, Missouri, Nebraska and South Dakota in the Central Region, and Connecticut, Maine,

Massachusetts, New York, Rhode Island and West Virginia in the Eastern Region. They will hereafter be referred to as Group B states. The problem derives, partly at least, from the fact that there is considerable variance, even in the 14 states of Group B, with which this report deals primarily, in the legal provisions made for having some representative county group deal officially with the Land-Grant College on matters related to the county Extension program.

House Bill No. 789, an Act amending Section 2545 of the Code of Tennessee, was passed in March 1955 (see Appendix B). The Act provided for the election of an Agricultural Extension Committee in each Tennessee county making an appropriation for Agricultural Extension Work. The composition and functions of the committee were broadly and generally stated in the bill; but detailed suggestions or recommendations were lacking. Likewise little mention was to be found concerning how committee members should be selected, or what their qualifications should be.

The problem with which the present thesis deals, then, focuses on the need for specific guidelines concerning the proper composition, organization and functioning of the Agricultural Extension Committees in the counties of the state of Tennessee and other similar Group B states.

II. PURPOSE OF THE STUDY

The purpose of the study was to review the composition, organization and functions of legally-appointed county groups in the various states which bear a similarity to and have possible implications for those of the Tennessee County Agricultural Extension Committee.

III. METHODS AND PROCEDURE

Data for this study were obtained from a 1962 survey of the 50 states and Puerto Rico. The questionnaire (see Appendix A) was designed to show the organizational and financing procedures of cooperative Extension work in all the states. The questionnaire included requests for: 1) copies of any and all statutes, state laws or other authority providing for county cooperation with the Land-Grant College in the conduct of county Extension work; 2) copies of existing written agreements between the counties and state Land-Grant College, and 3) copies of mimeographed and/or other materials explaining the approach to involving county people in the Extension programs in the state.

All states and Puerto Rico completed and returned the questionnaire. Twenty-seven states, including all 14 states in Group B, enclosed a part or all of the materials requested.

The national survey mentioned above served as a primary source of data that were analyzed and interpreted for the study. Applicable published and unpublished literature that was available served as secondary sources for the study.

IV. DEFINITIONS OF TERMS USED

Cooperative Extension Work (1:67). Extension work is an out-of-school system of education in which people learn by doing. It is a partnership between the government (as represented by the Federal Extension Service), the state Land-Grant Colleges (representing the people of each state) and the people (legally represented by various committees, councils and other groups in each county and state). It provides educational and other services designed to meet the needs of the people. As provided in the Smith-Lever Act of 1914 (as amended in 1962), it has as a fundamental objective the development of the people to the end that they may learn to solve their major problems in the areas of program emphasis for which Extension has legal responsibility, including: 1) efficiency in agricultural production; 2) efficiency in marketing, distribution and utilization; 3) conservation, development and use of natural resources; 4) management on the farm and in the home; 5) family living; 6) youth development; 7) leadership development; 8) community improvement and resource development, and 9) public affairs.

Tennessee County Agricultural Extension Committee (1:69).

As presented in Tennessee House Bill 789, passed March 11, 1955, this seven-member county committee of rural representatives is elected by the quarterly county court to perform the following functions in each county in Tennessee: 1) to act with duly authorized representatives of the State Agricultural Extension Service in the employment and/or removal of personnel receiving funds from county Extension appropriations; 2) to act with duly authorized representatives of the State Agricultural Extension Service in formulating the county Extension budget, and to serve as liason between the Extension Service and the quarterly county court on financial and other matters relating to the work; 3) to act in an advisory capacity on county Extension program formulation, and 4) to act in an advisory capacity on activities performed in connection with carrying out the program. The term "Agricultural Extension Committee," or "Committee," shall be used throughout the remainder of the body of this thesis to refer to the Tennessee County Committee so-named and to all similar county groups in other Group B states. (see Appendix B).

Quarterly County Court. In Tennessee, the local county governing body is referred to as the Quarterly County Court. This term, or on occasion the word "Court," shall hereafter refer to local county governing bodies in Tennessee and to all similar county groups in other states.

Program Development Committee (1:69). In Tennessee, this is an elected or appointed committee of representative volunteer lay leaders at the county Extension level. This committee serves in an advisory capacity to the county Extension staff, and assists in the planning, initiation, conduct and evaluation of the long-range and annual phases of the county Extension program.

Executive Committee (of the Tennessee County Extension Program Development Committee) (1:69). The Chairman of the Program Development Committee, the Chairman of the Agricultural Extension Committee (or his representative), the Chairman of each of the Study Committees (or his representative) and members of the county Extension staff make up this body. The Executive Committee functions as needed to: 1) coordinate the work of the various study committees; 2) write, edit, revise, duplicate and distribute the program statement; 3) plan, call for and help conduct periodic meetings of the study committees and general meetings of the Program Development Committee for revision, adjustment and rewriting of the program statement; 4) select, train and replace committee members; 5) carry out work delegated by the Program Development Committee, and 6) review recommendations annually.

Executive Group (of the County Agricultural Extension Committee). As used in this study, "executive group" refers to a body elected or appointed to represent or act for the whole Agricultural Extension Committee between regular or called meetings of the whole Committee. Tennessee does not have such a separate group.

CHAPTER II

REVIEW OF LITERATURE

The literature studied for this review included materials provided by the various states for the survey and other available published and unpublished literature.

The literature provided by the Group B states was particularly pertinent, and constitutes the major portion of the review. Certain literature provided by Group A and Group C states appeared to have possible implications for the study and, consequently, was included. Review of other pertinent literature available also is included.

I. LITERATURE OF GROUP B STATES

Race, Creed and Color

An examination of the literature provided by the Group B states revealed only one specific mention of race, creed and color in connection with membership in county Extension groups. The by-laws of a Connecticut Agricultural Extension Committee (Hartford County's Extension Council, Inc.) specifically state that no one shall be excluded from membership in the council because of "race, creed or color" in relation to the qualifications for selection of county group members (9:1).

Age and Sex

Age was not specifically mentioned in the literature of Group B states in reference to county cooperating groups. Numerous references to members as voters, citizens, residents, farmers and homemakers indicated that in all Group B states Agricultural Extension Committees were apparently made up of adults of voting age.

Sex was a definite consideration in the selection of Agricultural Extension Committee members. It appeared that in all states, both men and women may serve as Agricultural Extension Committee members. Some states specified by law the numbers of men and women who must constitute the county group. For example, Minnesota and Tennessee require that at least two members be women. Most of the 14 states of Group B, however, appeared to leave the numbers of men and women to the discretion of county people who may specify in the constitution and/or by-laws of their organizations the numbers of men and women who must constitute the Agricultural Extension Committee.

Interest and Occupational Status

The literature of a number of states indicated the feeling that interest in agriculture, homemaking and/or community improvement should be a requirement of the members of Agricultural Extension Committees. Several states of Group B, however, did not have anything written in this connection.

In New York counties, "Any person who is sincerely interested in agriculture, homemaking or community betterment" is eligible for membership (25:1). In Kansas, it is stated that ". . . each member of the council shall be actively engaged in agriculture" (18:6). In Connecticut, any farmer, homemaker, or other person interested in participating in the county Extension program sponsored by the Agricultural Extension Committee (council), or ". . . any person interested in the development of youth, is eligible for membership" (9:1). The Maine constitution and by-laws for county cooperating groups says that the membership of the Agricultural Extension Committee (association) shall be composed of ". . . farmers and homemakers and other persons interested in agriculture, home life, and youth of the county" (11:1). Minnesota requires that, other than two county commissioners and the county auditor, ". . . only persons actively engaged in agriculture as their principal source of livelihood shall be eligible for appointment to membership" on the Agricultural Extension Committee (County Extension Committee) (40:3).

In five states of Group B, namely Iowa, Kentucky, Massachusetts, Missouri and Nebraska, the literature indicated that the qualification for membership on the Agricultural Extension Committee is that the member must be a "citizen," "resident," or "qualified voter."

Three states, South Dakota, Tennessee and West Virginia, require that two or more members of the committee shall be farm

men and/or women.

In most if not all states where the membership of the Agricultural Extension Committee, other than farm men and women, is named, it consists of county officials such as the County Judge, County Commissioners, Quarterly County Court Members, County Auditor and/or other officials of the county government. From the foregoing discussion it would appear that, in some states, the electing group or appointing official or officials may elect or appoint any citizen, resident, or legal voter, regardless of interest or occupation, as a member of the cooperating county group.

Attitudes, Personality and Education

Attitudes, personalities and educational levels of Agricultural Extension Committee members are not discussed in the literature provided by the Group B states. Consideration of cooperative attitudes, congeniality and education of county group members is apparently left to the discretion of the people in the counties responsible for appointing or electing county group members.

Economic and Leadership Status

Economic and leadership status would seem to be considered important from the number of county officials and leaders of farm organizations and commodity groups that are required on Agricultural Extension Committees in all Group B states. However,

these factors are neither explained nor discussed in the literature available from these states. Perhaps Maine comes nearest to setting up necessary qualifications in this connection. The law states that the officers of the Committee (Association) ". . . shall be chosen because of special qualifications to perform the regular duties of their offices and because they are recognized leaders or potential leaders in the county" (11:2).

Examples of State Organizational Approaches

Following are examples showing both similarities and differences by states that demonstrate the basis for representation and the procedure followed in appointing or in nominating and electing the members of the Agricultural Extension Committee in the counties.

In Kansas, one representative for each, agriculture, home economics and 4-H Club work, is elected from each township or incorporated city not a part of a township for a two year term on the Agricultural Extension Committee (county Extension council). It is stated that each member of the Committee (council) shall be actively engaged in agriculture. At the annual meeting, the Committee (council) shall elect from its own members an executive board consisting of a chairman, a secretary, a treasurer and six members. Not more than one member of an executive board shall be elected from any one township or city unless the county has less than nine townships and cities not a part of a township (18:6).

All members of the Agricultural Extension Committee

(Extension Council) in Kentucky,

". . . shall be appointed by county groups and organizations of the county whose major interest is in agriculture and home economics such as farm bureaus, homemaker councils, 4-H Club council and various commodity groups but is not necessarily limited to those mentioned (16:2).

A board of seven members, including the county judge, is the governing body of the Agricultural Extension Committee (Extension Council). Appointment of the six members other than the county judge shall be made by the county judge from a list submitted to him by the Committee (Extension Council) of two nominees for each member to be appointed to the board. Officers are elected by the board from its membership (16:3).

In Maine, an executive group ". . . shall be elected at each annual meeting" of the Agricultural Extension Committee (County Extension Association). This executive committee shall include the officers of the Committee (Association), a person elected as chairman of the women's division and one representative of each major line of work in agriculture and home economics. The officers of the Committee must serve as officers of the executive committee (11:2).

The Chairman of the Quarterly County Court (County Board of Commissioners) in Minnesota is automatically a member of the Agricultural Extension Committee as is one other commissioner designated by the Court. The county auditor is automatically secretary of the Committee. Six members are appointed by the Court, one from each of the five commissioner's districts and

one at large. Two of the members must be women. The Committee selects its own officers (40:2).

The Missouri Agricultural Extension Committee (County Extension Council) is composed of one appointed member from:

- 1) the Quarterly County Court;
- 2) each major farm organization;
- 3) the largest town or towns with over 10,000 population, and
- 4) at least one elected member from each district. The Committee makes at least two nominations for each elected position. The public votes on the nominees. Additional nominees may be selected by a petition signed by 25 legal voters (17:3).

The Tennessee County Agricultural Extension Committee is elected annually by the Quarterly County Court at its first meeting. It is composed of seven members, three from the Court and two farm men and two farm women from different civil districts. Four members are elected in even-numbered years and three in odd-numbered years. The officers of the Committee are elected from the members.

Tennessee seeks to effectively involve representative lay people in county Extension program development. This involvement includes, not only the Agricultural Extension Committee, but other citizens as well, on a broadly representative county program development committee appointed to aid the county staff in planning, conducting and evaluating the county Extension program (1:53). This cooperative procedure may be initiated by the county staff by holding a joint meeting with the committee to:

1. Explain program projection (long-range county planning)
2. Give the Committee an overview of the county situation and trends
3. Enlist their aid in planning the long-range county program
4. Discuss procedures for selection of the county program development committee and its officers
5. Get agreement with the Committee on a course of action.

An important aspect of Extension policy in Tennessee, however, is the responsibility assigned to county staff members rather than to the Committee for developing the county Extension program based on: 1) policies and procedures of the Tennessee Agricultural Extension Service; 2) situations and needs peculiar to the county, and 3) responsibilities of Extension as set forth in its enabling legislation (1:53).

In West Virginia the seven-member Agricultural Extension Committee is made up of: 1) the president of the county farm bureau; 2) the president of the county farm women's council; 3) the president of the county 4-H leaders' association; 4) one member who is a resident of the county to be appointed by the board of governors of West Virginia University; 5) a county commissioner designated by the president of the county court; 6) a member of the county board of education, and 7) the master of the county grange. Officers are elected by the Committee

from its membership (22:1).

It appears that a genuine effort has generally been made by the states to get adequate geographic representation of the people of the county on the Agricultural Extension Committee. Furthermore, obvious efforts also have been made in most cases to get representation on the Committee of the various farm-interest groups.

Remuneration for Services and Expenses

The literature available from the Group B states does not record any instance wherein members of the Agricultural Extension Committee are paid for their services; however, in some instances members are remunerated for expenses incurred in attending meetings. The literature of some states specifically mentions the fact that Committee members shall not be paid for services or reimbursed for expenses.

The County Agricultural Extension Law of Iowa (3:14) is typical of this latter group. Section 11 (f) indicates that no member of the Committee (extension council) is to be paid any compensation or to be reimbursed for expenses incurred in connection with or for services rendered as a member or as an employee of the Committee (extension council).

In Kansas, members of the Committee (council) and of the executive board receive no compensation for their services as members of the Committee (or executive board) (18:10). Kentucky

law allows members to be reimbursed only for expenses incurred in the performance of services for the Committee (16:10). Maine law states that members shall serve without remuneration, but that they may be reimbursed for necessary travel and hotel expenses (11:4). Minnesota and Missouri laws, like those of Kentucky and Maine, allow no compensation for services, but do allow reimbursement for expenses. In Tennessee, a few counties reimburse Committee members for certain expenses while others do not.

Copies of state laws and other literature available from the other seven Group B states do not stipulate any compensation for services or reimbursement of expenses of Agricultural Extension Committee members.

Training of Agricultural Extension Committee

From the literature provided by the states it would appear that the training of Committee members is left almost exclusively to the discretion of the Land-Grant College and the county staff. State laws are concerned mostly with the composition, organization and functions of the Committees.

The Land-Grant Colleges of Iowa, Kansas, Kentucky, Minnesota, Missouri, Nebraska and New York provide handbooks or mimeographed materials, or both, for the information of Committee members. All Group B states provide Committee members with some training materials such as copies of the state Extension law, suggested constitution and/or by-laws, and informational circular letters.

The literature indicated that the Land-Grant Colleges rely heavily on contacts by county Extension agents for the orientation and training of Agricultural Extension Committee members. The apparent sparsity of training materials provided indicates that several states do not have definite approaches in connection with the training of Committee members.

II. LITERATURE OTHER THAN THAT PROVIDED BY THE STATES

Importance of the Agricultural Extension Committee. Although the county Agricultural Extension Committees vary from state to state, their importance appears to be paramount wherever Extension work is conducted. Welch and Gordy (39:2) declared that effective Extension work is more likely to be achieved when the Extension program is geared to meet the needs of the people. They felt this could best be done when the people of each county helped in the organization, planning and conduct of Extension work.

The importance of Agricultural Extension Committees and related organizations in the county is referred to in a guide to the so-called Scope Report a number of times, with particular reference to advisory groups. An instance of such a reference is:

Extension has led in organizing and developing special groups to contribute to production efficiency. Crop and livestock improvement associations and similar organizations have done much to upgrade the quality of American farm commodities. (2:6)

Another instance of such a reference states that:

Similarly, volunteer leaders who are members of advisory or sponsoring groups will be giving more help to

general program development and acting as a liaison between their community and their Extension Service. Such persons are uniquely able by their location and their experience to interpret community problems and resources to the Extension Service and other groups concerned with family well-being. Their effectiveness will increase as training programs in this area are strengthened. (2:27)

Characteristics of Agricultural Extension Committee Members

According to Utterback (35:53), a cooperative attitude is one of the characteristics of greatest importance in the committee member. The close cooperation required in group thinking occurs only in an atmosphere of good will. It follows that each member's attitude toward his colleagues should be one of friendliness and courtesy. The committee member needs to feel that he is among friends. Stiffness, formality or pomposity chills the atmosphere and freezes discussion. The committee member needs the imperturbably good humor and unfailing courtesy of the trained diplomat.

Utterback mentioned open-mindedness as another desirable trait of the good committee member. Cooperative thinking is not possible if minds are closed before the discussion starts. Opinions should be held tentatively, and the member's attitude in discussion should be that of inquiry rather than that of advocacy. Each member should feel that what he says is "off the record," that "sticking to one's guns" in spite of evidence is a fault rather than a virtue, and that "the only man who never changes his mind is the one who never thinks."

A third necessary attribute of the committee member is

interest. Utterback (35:16) declared that the committee should be composed of persons genuinely interested in the problem to be discussed. Only persons whose personal or community interests are involved may be expected to cooperate in carrying out any policy adopted.

R. W. Weaver (38:2) suggested that two factors should have major consideration in determining who will serve on Committees. These factors are "the interest that the individual has in the job," and "the personal qualifications of the individual for planning and executing a program for his group."

Brunner and Yang (7:33) stated that it is highly desirable that the Committee be made up of men and women who consider the total Extension program in the county. In the average case they believe that an Agricultural Extension Committee concerned with the total Extension program makes for successful work.

These authors further stated that the essential purpose of such Committees is to provide a direct channel of communication between the professional staff of the Extension Service in the county and their constituents.

Houle (19:23), in speaking of those who should be on an effective board, made the following observation:

Most people as they think about board membership, assume that ideally it should involve men and women who possess certain personality attributes. Among them, perhaps the most common would be these: a commitment to the importance of the service or function with which the new board is to be concerned; a respected position in the community; intelligence; courage; a capacity for growth;

a capacity to influence favorable public opinion in important areas in the community; a willingness to serve; and an ability to work with others.

In Minnesota, Forbes (14:12) found that, based upon the 12 per cent of the respondents to a questionnaire concerning characteristics of Committee members across the state who gave their ages, the ages of Committee members ranged from 28 to 73 years. Forty-six per cent of the men and 57 per cent of the women fell within the ten-year grouping of from 45 to 55 years of age.

In the selection of members for Committee positions, there appeared to be a tendency to select older men than women. Probably the Minnesota Quarterly County Court members (commissioners) were interested in selecting people well established in farming and homemaking. Thus, there may have been a tendency to select older men because they would likely be more permanently established in agriculture than younger men.

Ramsey (24:46) in a report to a regional workshop group listed individual characteristics important to successful committee action in program planning such as willingness to work, friendship in the group and necessary attitudes and skills for the job. In his experience, high motivation was seen to result when these characteristics were common to the members of the group.

Ramsey (24:47) suggested that: 1) both men and women should be represented on the committee; 2) all affected age groups should

be represented; 3) different occupational groups such as farmers, farm wives, farm suppliers, business, professional and retired people should have representation, and 4) geographic areas of the county should be represented on the committee. The size of the committee should meet the local county needs. Ideally, every member should be involved in the work to make appropriate acceptance and action automatic.

Organization of the Agricultural Extension Committee

In regard to the organization of Committees, Knowles (21:123) suggested that the kind of organization the group has is crucial to its proper functioning. He described some of the problems of group organization as follows:

1. Groups tend to build up rigidly formal patterns of organization in which freedom to experiment with dynamic methods of solving problems is seriously inhibited. Problems are often solved superficially by reference to by-laws, rather than in terms of the requirements of the situation.

2. Many groups put a premium on the maintenance of an atmosphere of formality in their deliberations, with the result that free interaction among the members is almost impossible. Many a student of group work has had occasion to wish that Roberts Rules of Order had never been published, so damaging is it to the free and friendly climate in which groups grow to maturity.

3. Groups often do not have clear and meaningful objectives. In some cases, groups do not take the time to define the goals they want to achieve. In others, they merely accept without thought the objectives handed down from higher authority. Objectives, to be valid, must grow out of the needs and interests of the individuals in each group.

4. Program policies and activities, like objectives,

are sometimes imposed or borrowed from some source other than the group itself

5. Leadership tends to focus its attention on the accomplishment of things, rather than the growth of persons. Many leaders feel that they are personally responsible for getting things done and thereby prevent the group from learning to deal maturely with its own responsibilities.

Many instances are reported in available literature concerning Committee structure. There appears to be general agreement that the Committee should have a chairman, a vice-chairman and a secretary. Other officers vary from county to county and from state to state according to the Committee's duties and functions.

Training of the Agricultural Extension Committee

The literature reviewed in connection with the training of Agricultural Extension Committees invariably stressed the importance of having informed Committees. Especially did this seem to be true because of the relatively large number of members of such Committees whose education reaches little if any beyond grade school levels.

Beckstrand (4:2) in his study of county Extension councils (not provided for by state law) in Oregon and Colorado (Group A states) found that 11 per cent of the council members had only a grade school education, 42 per cent had some high school education, and less than half, or 47 per cent, had any college training.

Sheetz (29:5) found in Ohio (a Group C state) that committee members themselves considered orientation training

essential. Extension agent-directed orientation and training programs were found to be of greatest value both through personal contact and in committee meetings. Members of successful committees had a high degree of understanding of expected committee functions. Sheetz concluded that Extension agents should plan advisory committee training as a normal part of regular committee meetings. Since Agricultural Extension Committee members have a higher degree of responsibility for the success of county Extension work, training for them would seem to be even more important.

Forbes (14:72) found that in Minnesota an overwhelmingly large majority of the members of the Agricultural Extension Committees felt the need for a handbook of some type. Forbes concluded that an Extension handbook would be of great value to Committee members. He felt that a meeting early in the term of membership, at which time the state law would be read and discussed, would be excellent training for new members and good review for older members.

In a study of 355 members of 19 Agricultural Extension Committees (County Extension Councils) in Missouri, Chason (10:1) found that only 18.3 per cent of the members had a high level of understanding of Committee (Council) policies. Age-wise, the members ranging in age from 30 to 49 years had the highest level of understanding; and sex-wise, the male members scored significantly higher in understanding than the female members. Educationally, members with high school training had better

understandings than members with eight or less years of formal education, and members with college training had better understandings than members with only high school training.

In relation to the training needs of the Iowa Committee (Council) member, Swenson (33:72) recommended six important steps: 1) orientation sessions with Extension agents before the first Committee meeting; 2) the development of a handbook for Committee members; 3) study of member training needs by county agents, and training based on those needs; 4) Extension agents should periodically review with Committee members their major functions and procedures; 5) improve members' understanding with personal contacts and letters, and 6) public recognition of members' accomplishments.

Chason (10:6) found that membership in farm organizations, community and civic groups, and other advisory and commodity groups had increased members' understanding of Committee (Council) policies. Prior participation in Extension activities was also helpful in preparing members for service on the Committee, and their understanding of Committee policies was nearly in direct proportion to the amount of their prior participation. Chason found further that attendance at meetings of the Committee was important in increasing members' understanding of Committee policies.

Exception in the Tennessee Committee System

An exception to the County Agricultural Extension Committee system in Tennessee was noted by Brock (6:22). In Knox County, Tennessee, the county group cooperating in Extension work is a board of three county commissioners elected by the people from the county at large. This board was created by a special act of the state legislature in 1937, and applies only to Knox County. However, since 1961 the appropriate commissioner has had an Agricultural Extension Committee (appointive) to assist with usual Committee matters.

III. SUMMARY OF THE REVIEW OF LITERATURE

The characteristics of county Agricultural Extension Committees and of the individual Committee members have been rather well covered by a number of writers on the subject, including, in particular, Forbes (14), Ramsey (24) and others who have been quoted above. Functions also have been defined by several authors including Beckstrand (4) and Sheetz (29). Many states provided literature with suggestions for desirable characteristics and functions of their county groups.

A fairly general agreement appeared to prevail among the writers and in the literature from the various states as to the necessary characteristics and functions of the county Agricultural Extension Committee; however, there was a wide variance from state to state, and even from county to county within certain single

states, on the emphasis and rating of importance of the various characteristics and functions of the Committee.

Approaches to the selection and training of Committee members appeared to have been less well developed. The writer failed to find within the literature any well-defined list of criteria regarding selection of such members.

There appeared to be rather general agreement concerning the organization of the Committee. A chairman, a vice-chairman and a secretary were either appointed or elected for all Agricultural Extension Committees.

The literature provided a number of suggestions relating to the training of Committee members. These suggestions appeared to be too general in most instances and apparently need to be assembled and organized into a set of practical steps that may be used to provide some guidance for Extension workers who might assist in providing such training.

CHAPTER III

FINDINGS AND DISCUSSION

I. ORIENTATION

A re-summary of the completed survey forms from the national study of fifty states and Puerto Rico was made for the Group B states. There were no substantial differences between the results thus obtained and those reported by Dotson, Frutchey and Groening (see Appendix A) who made an earlier, preliminary summary of data from this survey. Only minor differences appeared, apparently due to slightly different interpretations. For this reason and to avoid unnecessary repetition, and possible confusion, the summary made by Dotson, Frutchey and Groening has been used as a basis for this work. Findings are limited to Group B states since Agricultural Extension Committees are peculiar to that group.

II. COMPOSITION OF AGRICULTURAL EXTENSION

COMMITTEES (GROUP B STATES)

Selection of Committee Members

Members of the county Agricultural Extension Committee are selected by appointment in six Group B states, by election in four states and by appointment in some counties and by election in other counties in one state (see Appendix A). The

procedure of appointment or election varies generally from state to state. In some Group B states, members are appointed by the county and/or city governing officials or bodies; while in other states members are elected by the people of districts or townships.

Names Given Agricultural Extension Committees

In the 14 states of Group B, the county groups with whom the Land-Grant College deals on matters relative to the conduct of Extension work are known by 12 different names (see Appendix A). Names include the following: 1) Agricultural Extension Committee; 2) County Extension Council; 3) County Agricultural Extension Council; 4) County Extension Committee; 5) County University of Missouri Extension Council; 6) County Extension Board; 7) County Extension Association; 8) Trustees for Aid to Agriculture; 9) County Extension Service Association; 10) Farm Bureau (not AFBF affiliate); 11) County Agricultural Extension Service Committee, and 12) County Fiscal Court.

Number of Committee Members and Term of Office

The number of members of the Agricultural Extension Committee is specified by law in nine Group B states, and the number of members on the Committee was found to range from five to 20. The specified length of term ranged from 12 to 36 months. In three of the states, members were found to be limited by law to holding only two consecutive terms, and in one state the members are limited by law to holding three consecutive terms

(see Appendix A).

III. FUNCTIONS OF AGRICULTURAL EXTENSION COMMITTEES (GROUP B STATES)

The survey showed that in 12 of the 14 Group B states the functions of the Agricultural Extension Committee were specified by law. Two Group B states, Connecticut and Rhode Island, indicated that the Committee's functions were not specified by state law (see Appendix A). The nature and degree of responsibility of the Agricultural Extension Committee for each function was ascertained for those states reporting such functions. By nature, functions were reported to have been either administrative (decision-making being the prerogative of the county body) or advisory (decision-making being the prerogative of the county Extension staff). By degree, administrative functions were said to be either full (a decision-making responsibility of the Committee) or joint (a shared decision-making responsibility of the Committee). All advisory functions were with the county Extension staff.

Staffing

Nature and degree of Committee responsibility. As seen in Table I, in only two states, Massachusetts and Missouri, did the Agricultural Extension Committee reportedly have responsibility of a fully administrative nature for the employment and/or removal of county

TABLE I

NATURE AND DEGREE OF RESPONSIBILITY FOR MAJOR FUNCTIONS
SPECIFIED BY STATE LAW TO BE PERFORMED BY AGRICULTURAL
EXTENSION COMMITTEES IN GROUP B STATES

Function Provided For *	Nature and Degree of Responsibility by State **												
	Iowa	Kansas	Kentucky	Maine	Massachusetts	Minnesota	Missouri	Nebraska	New York	South Dakota	Tennessee	West Virginia	Total
a. Staffing (employment and/or removal of county Extension staff members	B	BC	B	C	A	B	A	B	B	B	B	B	B
b. Budgeting (formulation of county Extension budget)	A	BC	A	B	A	B	B	A	B	B	B	-	-
c. Budgeting (reviewing and approving the county Extension budget)	A	BC	A	B	A	B	B	A	-	A	-	B	-
d. Financing (serving as liaison between Extension and local appropriating body)	A	BC	A	B	A	B	B	A	A	A	A	B	-
e. Approving of expenditures of county source funds	A	BC	A	C	A	B	A	A	B	-	-	-	-
f. Planning the county Extension program													
1) Long-range planning	A	BC	C	C	A	B	C	B	-	-	C	C	-
2) Annual planning	C	BC	C	C	A	B	C	B	-	-	C	C	-
g. Conducting Extension work in county													
1) Planned	B	BC	C	C	A	B	C	C	-	-	C	-	-
2) Unplanned	B	BC	C	C	A	B	C	C	-	-	C	-	-
h. Evaluating the effectiveness of the county Extension program													
1) Based on long-range objectives	B	BC	C	C	A	B	B	B	-	-	-	C	-
2) Based on annually selected objective	B	BC	C	C	A	B	B	B	-	-	-	C	-
i. Determining county Extension policy	A	BC	C	C	A	B	B	B	-	-	-	-	-
j. Housing the county Extension office	-	--	-	-	-	-	B	-	-	-	-	-	-
k. Other	-	--	-	-	-	-	-	-	-	-	-	-	-

* Two states, Connecticut and Rhode Island did not answer the questionnaire items used as bases for this table.

** A = Fully administrative responsibility
B = Jointly administrative responsibility
C = Advisory to county staff

Extension staff members. In eight other states, the Committee had joint administrative responsibility with the Quarterly County Court. One state, Kansas, reported that the Committee had joint responsibility and that it also was advisory to the county staff. Maine indicated that the Committee responsibility was of an advisory nature only. Two states, Connecticut and Rhode Island, did not answer this part of the questionnaire.

Selection of county Extension agents. Reference to Table II shows that county Extension agents are selected jointly by the Land-Grant College and the Agricultural Extension Committee from among candidates recommended by the Land-Grant College in 12 of the 14 Group B states. In Massachusetts, the Committee selects the agent from candidates recommended by the Land-Grant College, and in Kentucky the Land-Grant College selects the agent with the approval of the Committee. Maine reported that, in that state, the Committee's responsibility in the employment and/or removal of agents was specifically of an advisory nature.

Formulation of the County Extension Budget

Nature and degree of Committee responsibility. As indicated in Table I, page 34, four states, Iowa, Kentucky, Massachusetts and Nebraska, reported Committee responsibility of a fully administrative nature for the formulation of the county Extension budget. Seven states

TABLE II

RESPONSIBILITY FOR SELECTING COUNTY EXTENSION AGENTS IN GROUP B STATES

Name of State	Group Responsible for Selecting Agents		
	Agricultural Extension Committee and Land-Grant College From Candidates Recommended by Land-Grant College	Agricultural Extension Committee from Candidates recommended by Land-Grant College	Land-Grant College With Approval of Agricultural Extension Committee
Connecticut		X	
Iowa		X	
Kansas		X	
Kentucky			X
Maine		X	
Massachusetts	X		
Minnesota		X	
Missouri		X	
Nebraska		X	
New York		X	
Rhode Island		X	
South Dakota		X	
Tennessee		X	
West Virginia		X	
Totals	1	12	1

including Kansas indicated that budget formulation was a joint responsibility of the Committee. Kansas also indicated that in that state it is an advisory function of the Committee. West Virginia did not indicate any Committee responsibility in connection with formulation of the county Extension budget.

Budget formulation. By way of clarification, Table III shows that the formulation of the county Extension budget is a joint responsibility of the Agricultural Extension Committee, the county Extension agents and the Land-Grant College in eight of the Group B states including Connecticut (not named in Table I, page 34). It is a Committee responsibility in two states, Iowa and New York; a Committee and county staff responsibility in two states, Nebraska and Rhode Island (not named in Table I, page 34); a cooperative responsibility of the Committee and Land-Grant College in one state, West Virginia, and a responsibility of the Land-Grant College in one state, Kansas.

Reviewing and Approving the County Extension Budget

Nature and degree of Committee responsibility. As indicated in Table I, page 34, review and approval of the county Extension budget is a responsibility of a fully administrative nature of the Agricultural Extension Committee in five states. It is a jointly administrative responsibility in five other states including Kansas which reported that it is also an advisory responsibility of the

TABLE III

RESPONSIBILITY FOR FORMULATING COUNTY EXTENSION BUDGET IN GROUP B STATES

Name of State	Group Responsible for Formulating Extension Budget			
	Agricultural Extension Committee	Agricultural Extension Committee and Land-Grant College	Agricultural Extension Committee, Land-Grant College and County Staff	Agricultural Extension Committee and Land-Grant College
Connecticut			X	
Iowa	X			
Kansas		X		
Kentucky			X	
Maine			X	
Massachusetts			X	
Minnesota			X	
Missouri			X	
Nebraska				X
New York	X			
Rhode Island				X
South Dakota			X	
Tennessee			X	
West Virginia				X
Totals	2	1	8	2
				1

Committee in that state. Maine reported that review and approval of the county Extension budget is an advisory responsibility only of the Committee in that state. Two states did not indicate budget review and approval as a responsibility of the Committee.

Review and approval. By way of clarification, as seen in Table IV, the Committee and the Land-Grant College review and approve the county Extension budget in six Group B states. In four states, review and approval are done by the Land-Grant College, and in four states the Committee alone reviews and approves the county Extension budget.

Financing

Nature and degree of Committee responsibility (serving as liaison between Extension and local appropriating body). Table I, page 34, shows that the Agricultural Extension Committee serves with full power in a position of financial liaison between Extension and the local appropriating body in seven states. In five states, financial liaison is reportedly a joint function of the Committee and the Quarterly County Court.

Approving Expenditures of County Source Funds

Nature and degree of Committee responsibility. As shown in Table I, page 34, five states reported that approval of county source funds was a responsibility of a fully administrative nature of the

TABLE IV
RESPONSIBILITY FOR REVIEW AND APPROVAL OF COUNTY
EXTENSION BUDGETS IN GROUP B STATES

Name of State	Group Responsible for Budget Review and Approval		
	Agricultural Extension Committee	Agricultural Ex- tension Committee and Land-Grant College	Land-Grant College
Connecticut			X
Iowa	X		
Kansas		X	
Kentucky			X
Maine		X	
Massachusetts	X		
Minnesota		X	
Missouri		X	
Nebraska	X		
New York			X
Rhode Island	X		
South Dakota		X	
Tennessee		X	
West Virginia			X
Totals	4	6	4

Committee. Three states, Kansas, Minnesota and New York, reported approval of county source funds as a jointly administrative responsibility of the Committee and Extension. Kansas reported this function as also an advisory one in that state. It is an advisory function only in Maine. Three states, South Dakota, Tennessee and West Virginia did not indicate any Committee responsibility in connection with approval of county source funds.

Approval of funds. Data in Table V show that the Committee and Land-Grant College review and approve expenditures of county source funds in five states. In eight states, review and approval of expenditures of county source funds are both done by the Agricultural Extension Committee. In West Virginia, review and approval are both done by the Land-Grant College.

Planning the County Extension Program

Nature and degree of Committee responsibility. As noted in Table I, page 34, long-range planning is a responsibility of a fully administrative nature of the Agricultural Extension Committee in only two states, Iowa and Massachusetts. In three states, Kansas, Minnesota and Nebraska, long-range planning is a joint responsibility of the Committee. In six states, long-range planning is an advisory function of the Committee with the county Extension staff.

TABLE V
RESPONSIBILITY FOR REVIEW AND APPROVAL OF COUNTY
SOURCE FUNDS IN GROUP B STATES

Name of State	Group Responsible for Review and Approval of County Source Funds		
	Agricultural Extension Committee	Agricultural Ex- tension Committee and Land-Grant College	Land-Grant College
Connecticut		X	
Iowa	X		
Kansas		X	
Kentucky	X		
Maine		X	
Massachusetts	X		
Minnesota		X	
Missouri	X		
Nebraska	X		
New York	X		
Rhode Island	X		
South Dakota		X	
Tennessee	X		
West Virginia			X
Totals	8	5	1

Annual planning is a fully administrative function of the Committee in only one state, Massachusetts. It is a jointly administrative function in three states, Kansas, Minnesota and Nebraska. The Committee serves in an advisory capacity to the county Extension staff on annual planning in seven other states.

In two states, New York and South Dakota, neither long-range nor annual planning was indicated as a function of the Agricultural Extension Committee.

Conducting Extension Work in the County

Nature and degree of Committee responsibility. Table I, page 34, shows that Massachusetts was the only state to indicate that the conduct of Extension work, both planned and unplanned, in the county was a fully administrative function of the Agricultural Extension Committee. Three states, Iowa, Kansas and Minnesota, indicated that the conduct of both planned Extension work and unplanned Extension work in the county were jointly administrative functions of the Committee.

The Committee serves in an advisory capacity to the county Extension staff in carrying out planned Extension work and unplanned Extension work in the various counties of six states.

Evaluating the Effectiveness of the County Extension Program

Nature and degree of Committee responsibility. As shown in Table I, page 34, Massachusetts was the only state to indicate

that evaluating the effectiveness of the county Extension program based on both long-range and annual objectives was a fully administrative function of the Agricultural Extension Committee.

Five states indicated that evaluation was jointly the responsibility of the Committee and the Quarterly County Court. Four states stated that evaluating the program was an advisory function of the Committee with the county Extension staff.

The remaining three states, New York, South Dakota and Tennessee, did not indicate any Committee responsibility for the evaluation of county Extension work.

Determining County Extension Policy

Nature and degree of Committee responsibility. Data in Table I, page 34, indicate that determination of county Extension policy is a fully administrative function of the Agricultural Extension Committee in Iowa and Massachusetts. It is a joint responsibility in four other states. The Committee is advisory to the county staff in Kansas, Kentucky and Maine. Four states (including Tennessee among others) did not indicate any Committee responsibility for this function.

Policy determination. As seen in Table VI, the Agricultural Extension Committee cooperates with the Land-Grant College and county Extension agents in the formulation of county Extension policy in seven Group B states. The Committee works

TABLE VI

RESPONSIBILITY FOR DETERMINING COUNTY EXTENSION POLICY IN GROUP B STATES

Name of State	Group Responsible for Policy Determination			
	Agricultural Extension Committee	Agricultural Extension Committee Cooperating With Land-Grant College	Agricultural Extension Committee Cooperating With Land-Grant College and County Extension Agents	Land-Grant College Cooperating With County Extension Agents
Connecticut			X	
Iowa		X		
Kansas			X	
Kentucky			X	
Maine			X	
Massachusetts	X			
Minnesota		X		
Missouri			X	
Nebraska		X		
New York		X		
Rhode Island			X	
South Dakota			X	
Tennessee				X
West Virginia				X
Totals	1	4	7	2

only with the Land-Grant College in the formulation of county Extension policy in four states. The Land-Grant College and county Extension agents determine county Extension policy in two states, Tennessee and West Virginia. In Massachusetts, the Committee has responsibility of a fully administrative nature for formulating county Extension policy.

Housing the County Extension Office

Nature and degree of Committee responsibility. In Missouri, the Agricultural Extension Committee has a jointly administrative responsibility to provide housing for the county Extension office. It was the only state indicating that this was a Committee function (see Table I, page 34).

Other Functions

No other functions were listed by those reporting for the various states beyond those noted above and in Table I, page 34. However, certain other functions were implied by other questions in the survey. They will be presented and discussed below.

Being responsible for county Extension personnel. As indicated in Table VII, nine Group B states reported that the county Extension agents are directly responsible to both the Land-Grant College and the Agricultural Extension Committee. In four states they are responsible to the Land-Grant College only, and in one state they are responsible to the Committee only.

TABLE VII
GROUPS TO WHOM COUNTY EXTENSION AGENTS ARE
RESPONSIBLE IN GROUP B STATES

Name of State	Group to Whom Agents Are Responsible		
	Agricultural Extension Committee	Agricultural Ex- tension Committee and Land-Grant College	Land-Grant College
Connecticut		X	
Iowa		X	
Kansas		X	
Kentucky			X
Maine			X
Massachusetts	X		
Minnesota		X	
Missouri		X	
Nebraska		X	
New York		X	
Rhode Island		X	
South Dakota		X	
Tennessee			X
West Virginia			X
Totals	1	9	4

Being responsible for salary levels and promotions. Salary level and promotion decisions are made jointly by the Agricultural Extension Committee and Land-Grant College in seven Group B states (see Table VIII). In five states, the decisions concerning salary levels and promotions is made by the Land-Grant Colleges. In Massachusetts and New York, the Committee makes these decisions, in the former in accordance with state law; and in the latter, the decisions are made in each department, 4-H Club, home economics and agriculture, usually with the assistance of a state leader.

The county share of the salary is established by the Agricultural Extension Committee in Nebraska in accordance with the recommendation on minimum salary made by the Extension Director. Promotions are made cooperatively by the Committee and the Land-Grant College.

Tennessee indicated that recommendations may be made jointly by the Land-Grant College and the Agricultural Extension Committee, and final approval for county source funds rests with the Quarterly County Court; while, for federal and state funds, it rests with the Land-Grant College.

Being responsible for written agreements. As seen in Table IX, 13 Group B states reportedly have written agreements between the Land-Grant College and each of the various counties concerning county Extension work. Only Missouri does not have

TABLE VIII
AUTHORITY FOR MAKING DECISIONS ON SALARY LEVEL
AND PROMOTIONS IN GROUP B STATES

Name of State	Group Making Salary and Promotion Decisions		
	Agricultural Extension Committee	Agricultural Extension Committee and Land-Grant College	Land-Grant College
Connecticut		X	
Iowa		X	
Kansas		X	
Kentucky			X
Maine		X	
Massachusetts	X		
Minnesota		X	
Missouri			X
Nebraska		X	
New York	X		
Rhode Island			X
South Dakota			X
Tennessee		X	
West Virginia			X
Totals	2	7	5

TABLE IX

WRITTEN AGREEMENTS BETWEEN GROUP B STATES AND THE
AGRICULTURAL EXTENSION COMMITTEE

States	Basis for Agreement		Not A Responsibility of the Committee
	Annual	Continuous	
Connecticut		X	
Iowa		X	
Kansas		X	
Kentucky	X		
Maine		X	
Massachusetts	X		
Minnesota		X	
Missouri			X
Nebraska		X	
New York	X		
Rhode Island		X	
South Dakota		X	
Tennessee		X	
West Virginia		X	
Totals (14)	3	10	1

such a written agreement. In Missouri, the responsibilities of the Agricultural Extension Committee and the Land-Grant College are so well-defined in the law that a written agreement might not be of any advantage.

Of the 13 states that had written agreements, three were on an annual basis. These states were Kentucky, Massachusetts and New York. Ten states including Tennessee among others reported that the written agreements were on a continuing basis. Tennessee also indicated that any change in the county staff necessitates writing a new agreement.

IV. ORGANIZATION AND PROCEDURES OF AGRICULTURAL EXTENSION COMMITTEES (GROUP B STATES)

Frequency of Committee Meetings

The Committee meets monthly in two states, Iowa and Nebraska; bi-monthly in two states, Connecticut and Missouri; quarterly in two states, South Dakota and Tennessee; and annually in six states, Kansas, Kentucky, Maine, Massachusetts, New York and Rhode Island. Massachusetts and West Virginia specified no regular meeting dates but indicated that frequency of meetings is determined by the Committee itself. Kentucky, Minnesota, New York and South Dakota indicated that additional meetings are held as need for them might be determined within the county (see Table X).

In only five states does the law actually specify the

TABLE X

FREQUENCY OF AGRICULTURAL EXTENSION COMMITTEE MEETINGS AS REPORTED BY GROUP B STATES

Name of State	Frequency of Meetings			Schedule Others as Needed *
	Monthly	Bi-monthly	Quarterly	
Connecticut		X		X
Iowa	X			
Kansas			X	
Kentucky			X	
Maine			X	
Massachusetts				X
Minnesota			X	X
Missouri		X		
Nebraska	X			
New York			X	X
Rhode Island			X	
South Dakota			X	X
Tennessee			X	
West Virginia				X
Totals	2	2	6	6

*Agricultural Extension Committees determine their own meeting dates in Massachusetts, South Dakota and West Virginia. Minnesota, New York and South Dakota reported that the Committee usually meets 3 or 4 times annually. Kentucky reported only that the Committee meets "as needed."

frequency of meetings of the Committee. These states are Iowa, Kansas, Kentucky, Missouri and Tennessee (see Table XI).

All Group B states indicated that the Committee elects its own officers from among its members.

Use of Executive Groups

Seven of the 14 Group B states indicated that Committees have executive groups named to function for them, excepting that in one of the seven, Nebraska, only about ten per cent of the counties have such groups (see Table XII). The executive group is known by a different name in each of the seven states where such bodies are named (see Table XIII).

State law actually provides for the naming of an executive group in only two Group B states, Kansas and Missouri (see Table XIII, page 56). Executive groups are named, however, in five other Group B states, Connecticut, Maine, Nebraska, New York and Rhode Island. Maine reported that an executive group is provided for in the constitution and by-laws of the Agricultural Extension Committee in that state.

The number of members of the executive group varies from three to 29 members in the states (see Table XIV). The basis for selection of members of the executive group and their major functions also are shown in Table XIV.

Frequency of Executive Group Meetings

As seen in Table XV, of the seven Group B states which

TABLE XI

STATE LAW SPECIFICATION OF FREQUENCY OF COUNTY AGRICULTURAL
EXTENSION COMMITTEE MEETINGS IN GROUP B STATES

Name of State	Frequency of Committee Meeting	
	Specified by State Law	Not Specified By State Law
Connecticut		X
Iowa	X	
Kansas	X	
Kentucky	X	
Maine		X
Massachusetts		X
Minnesota		X
Missouri	X	
Nebraska		X
New York		X
Rhode Island		X
South Dakota		X
Tennessee	X	
West Virginia		X
Totals	5	9

TABLE XII

GROUP B STATES IN WHICH AN EXECUTIVE GROUP HAS REPORTEDLY
FORMED TO ACT FOR THE AGRICULTURAL EXTENSION COMMITTEE

Name of State	Executive Group Named For Agricultural Extension Committee	
	Yes	No
Connecticut	X	
Iowa		X
Kansas	X	
Kentucky		X
Maine	X	
Massachusetts		X
Minnesota		X
Missouri	X	
Nebraska *	X	X
New York	X	
Rhode Island	X	
South Dakota		X
Tennessee		X
West Virginia		X
Totals	7	8

*Nebraska reported that executive groups are named for the
Agricultural Extension Committee in ten per cent of the counties
and not named in 90 per cent of the counties.

TABLE XIII

NAME OF AGRICULTURAL EXTENSION COMMITTEE EXECUTIVE
GROUP IN GROUP B STATES WHERE NAME IS SPECIFIED

Name of State	Name of Group
Connecticut	County Extension Executive Committee
Kansas	Executive Board of County Extension Council*
Maine	County Executive Committee**
Missouri	Officers of the Council*
Nebraska (10%)	Fiscal Committee
New York	Board of Directors
Rhode Island	Executive Committee

* Group named by state law.

** Group provided for in constitution and by-laws.

TABLE XIV

NUMBERS OF MEMBERS, BASIS FOR SELECTION AND FUNCTIONS OF COMMITTEE EXECUTIVE
GROUPS IN GROUP B STATES HAVING SUCH BODIES

State	No. Members	Basis for Selection	Functions
Connecticut	5	Three officers plus two members from the Board	To function as Board of Trustees between Board meetings
Kansas	9	Elected from Council membership, no more than one member from each township unless there are fewer than nine townships	Transact all business of the Council
Maine	11-16	Officers of Association and representatives of each major line of work	Determine the over-all policies of County Association
Missouri	4	Officers of the Council elected by membership	Transact routine business between regular meetings of the Council
Nebraska (10%)	3 (usually)	Usually officers of the county group	Serve in absence of full Board
New York	23-29 (usually)	President of Council, representatives of major lines of work and/or three from county	Governing body
Rhode Island	Varies	Nominating Committee selects directors. Officers are elected from directors	Conduct business of County group

TABLE XV

FREQUENCY OF AGRICULTURAL EXTENSION COMMITTEE EXECUTIVE
GROUP MEETINGS AS REPORTED IN GROUP B STATES
HAVING SUCH BODIES

State	Frequency of Executive Group Meetings Reported
Connecticut	As required
Kansas	Monthly
Maine	Tri-annually
Missouri	Bi-monthly
Nebraska	Monthly
New York	Quarterly
Rhode Island	Monthly

reported that Committees have executive groups, six of them have regular meetings of the executive group. The executive groups in three states meet monthly, in one state bi-monthly, in one state quarterly and in one state three times a year. In Connecticut the executive group meets only "as required."

V. SUMMARY OF THE FINDINGS

The procedure for naming the members of the County Agricultural Extension Committee was found to vary from state to state. In approximately one-half of the Group B states, the county governing officials or their representatives elect or appoint the members of the Committee. In the remaining states, members are elected by the people by various approaches.

The size of the Committee varied from five to 20 members. Length of term of service of members ranged from 12 to 36 months. One-third of the Group B states limit the number of terms to from two to three consecutive terms. In other states, no limits were placed on terms served.

Twelve Group B states were found to specify by law the functions of the County Agricultural Extension Committee.

The findings revealed the following to be functions of the Agricultural Extension Committee in Group B states:

- 1) selection of county Extension agents; 2) formulation of county Extension budget; 3) review and approval of budget; 4) financing county Extension work; 5) review and approval of county source

funds; 6) county program planning; 7) carrying out the program; 8) evaluation of county Extension work; 9) formulation of county Extension policy; 10) housing the county Extension office; 11) being responsible for county Extension personnel; 12) being responsible for making salary and promotion decisions, and 13) being responsible for executing written agreements with Land-Grant College.

Frequency of Committee meetings within the various states and counties was found to vary from monthly to annually, with some states leaving the frequency of meetings to the determination of the Agricultural Extension Committee.

One-half of the Group B states were found to have executive groups to function as the whole Agricultural Extension Committee. Other states were found to have relatively small Committees so that there was no real need for executive groups.

The frequency of executive group meetings was found to be about the same as the frequency of Committee meetings where no executive group is named, and ranged from monthly to three times annually.

CHAPTER IV

SUMMARY AND CONCLUSIONS

The concept behind the development of the county Agricultural Extension Committee is one of democratic purpose and action. The great educational impact of the Cooperative Extension Service has stemmed from its philosophy of basing programs on the needs of the people it serves. Agricultural Extension Committee members, paid only in measures of satisfaction for carrying out their appointed functions effectively, play a key role in helping provide for and carry out county Extension work in the 14 states where they are responsible for dealing with the Land-Grant College on official county Extension matters (referred to in this thesis as Group B states).

The purpose of the study was to review the composition, organization and functions of legally-appointed county groups in the various states which bear a similarity to and have possible implications for those of the Tennessee County Agricultural Extension Committee.

Data from a nation-wide survey served as a basis for the study. Review of available related published and unpublished literature also provided useful information.

The characteristics of county Agricultural Extension Committees and of the individual members have been discussed by

Forbes (14), Ramsey (24), Weaver (38), and others. Functions also have been studied by several authors including Beckstrand (4), Richert (26) and Sheetz (29). Many states provided literature with reasonably comprehensive delineations of the characteristics and functions of Agricultural Extension Committees.

A general agreement appeared to prevail among the various authorities as to desired Committee characteristics and functions. However, variation was noted from state to state, and from county to county within some states, as far as the emphasis given and importance attached to the various characteristics and functions of the Committee were concerned.

Methods of selection of Committee members also varied from state to state. There appeared to be no well-defined list of criteria within the available literature regarding selection of members for the Committee.

There appeared to be general agreement concerning appropriate composition and organization of the Agricultural Extension Committee. A chairman, a vice-chairman and a secretary were either appointed or elected for the Committees. Seven Group B states had appointive or elective executive groups to act between regular or called meetings of the Agricultural Extension Committee or in lieu of the Committee.

The literature offered a limited number of general suggestions for the training of Committee members. These suggestions included:

- 1) holding training meetings;
- 2) contacts by county staff members;

3) writing circular letters, and 4) explaining and using Extension handbooks and other materials prepared by the Land-Grant College.

Review of Findings

One-half of the Group B states reported that the members of the Quarterly County Court or their representatives either elected or appointed the members of the Agricultural Extension Committee. In the other seven Group B states, members were elected by the local county people using various approaches.

The reported size of the Committee varied from five to 20 members. Length of term of service of members ranged from 12 to 36 months. One-third of the Group B states stated that the number of terms was limited to from two to three consecutive terms.

Twelve Group B states were found to specify the functions of the Agricultural Extension Committee by law.

The findings revealed that the Committee in one or more Group B states had responsibility of a fully administrative nature for one or more of the following: 1) staffing; 2) formulating the county Extension budget; 3) reviewing and approval of the county Extension budget; 4) serving as liaison between Extension and the local appropriating body on financial matters; 5) approving expenditures of county source funds; 6) long-range and annual county Extension program planning; 7) conducting Extension work, both planned and unplanned; 8) evaluating the effectiveness of the county Extension programs, and 9) determining county Extension

policy.

The findings also revealed that the Committees of one or more Group B states had responsibility of a jointly administrative nature for one or more of the same functions as those listed above with the addition of a tenth function, namely; providing office space for the county staff.

The findings further revealed that the Committees in one or more Group B states had responsibility of an advisory nature to the county staff for one or more of the same functions listed above.

Other functions reported, but for which the degree of Committee responsibility was not reported, included: 1) being responsible for agents; 2) deciding on salary levels and promotions, and 3) executing written agreements with the Land-Grant College.

Frequency of Committee meetings within the states and counties was found to vary from monthly to annual, with the frequency in some states being determined by the Committee.

One-half of the Group B states reportedly had executive groups to function for the whole Committee. The other states had relatively small Committees (5-7 members) and did not have a real need for appointment of an executive group to act in lieu of the Committee.

The frequency of executive group meetings where such groups were named, appeared to be that of Committee meetings in states

where executive groups were not named, and ranged from once monthly to once every four months.

Implications of the Study

In view of the nature of the duties assigned to Committee members, criteria need to be established for their selection.

Further, steps should be undertaken to assure that Committee members have the opportunity to learn what is expected of them and how they may perform effectively.

Suggestions for Further Study

1. Studies should be made of the characteristics of county Agricultural Extension Committees deemed to be "more effective" and "less effective" than others by county personnel.
2. Case studies should be planned and conducted to determine the relative effectiveness of various approaches to Committee organization and operation.
3. Studies should be made of Committee members' understandings of their role.
4. Studies should be made of county agents' understandings of Committee members' roles.

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APPENDIXES

APPENDIX A

SUMMARY OF STUDY

COUNTY EXTENSION ORGANIZATION AND FINANCING PROCEDURES¹ (1962)

PART I. COUNTY LAY EXTENSION ORGANIZATION

Three Types of County Groups

In every county in which cooperative Extension work is conducted, there is a responsible county group with whom the Land-Grant College deals on official matters.

The county groups fall into three major categories.

Group A - The general governing officials of the county
(i.e. board of supervisors, quarterly county court, county commissioners, county judge, etc.)

Group B - Another group provided for under state law but not the general governing officials.

Group C - A group not provided for under the laws of the state.

¹This report is a summary of replies to questionnaires sent to 51 state Extension services including Puerto Rico during July 1962 for information relating to the county Extension lay organization, county professional staff organization, financing procedures, and area Extension work.

Summarizing Committee: Robert S. Dotson, Associate Extension Training and Studies Specialist, University of Tennessee; Fred P. Frutche, Division of Extension Research and Training; Ralph E. Groening, Division of Management Operations, Federal Extension Service, United States Department of Agriculture.

As shown in Table XVI, 26 states are in Group A. The responsible county group with whom the Land-Grant College deals on official matters is the general governing body of the county.

In 14 states (Group B) the state law provides for a group other than the general governing officials.

Eight states (Group C) have a group that is not provided for under state law and is not the general governing officials.

Since the 1955 survey,² Tennessee and Kentucky changed from Group A to Group B and Ohio from Group A to Group C.

Alaska, Hawaii and Puerto Rico were not included in the analysis for Part I since no county funds were involved.

The name of the county body with whom the Land-Grant College deals officially in each state in Group A is shown in Table XVII.

The name of the county body with whom the Land-Grant College deals officially in each state in Group B is shown in Table XVIII.

The name of the county body with whom the Land-Grant College deals officially in each state in Group C is shown in Table XIX.

Although in each county there is a county group with whom the Land-Grant College deals officially on matters relating to the conduct of Extension work, the matters dealt with are not necessarily uniform in all counties. Some counties also have advisory committees of citizens who are consulted on policy formation, program development and other matters.

²Ibid.

TABLE XVI

COUNTY GROUPS WITH WHOM THE LAND-GRANT COLLEGE DEALS OFFICIALLY IN MATTERS
RELATING TO THE CONDUCT OF EXTENSION WORK IN THE COUNTY

County Group Named	Total Number of States 1962	Number of States by Regions			
		Southern 1962	Western 1962	Central 1962	Eastern 1962
1	2	3	4	5	6
Group A - General governing officials of the county	26	11	11	3	1
Group B - Not the general governing officials of the county, but some other group provided for under state law	14	2	0	6	6
Group C - Another group not provided for under state law	8	0	0	3	5

TABLE XVII

NAME OF COUNTY BODY WITH WHOM LAND-GRANT COLLEGE DEALS
OFFICIALLY IN MATTERS RELATING TO THE CONDUCT OF
COUNTY EXTENSION WORK IN GROUP A
STATES BY REGIONS

Region	State	Name of County Group
Southern	Alabama	County Governing Body
	Arkansas	County Judge and County Agricultural Committee
	Florida	Board of County Commissioners
	Georgia	County Boards of Commissioners and/or Board of Education
Southern	Louisiana	(1) Policy Jury and (2) School Board
	Mississippi	Board of Supervisors
	North Carolina	Board of County Commissioners
	Oklahoma	County Commissioners
	South Carolina	County Legislative Delegation
	Texas	County Commissioner's Court
Western	Virginia	County Board of Supervisors and City Council
	Arizona	County Board of Supervisors
	California	Board of Supervisors
	Colorado	Board of County Commissioners
	Idaho	County Commissioners
	Montana	County Commissioners
	Nevada	County Commissioners
	New Mexico	Board of County Commissioners
	Oregon	County Court
	Utah	Board of County Commissioners
	Washington	Board of County Commissioners
	Wyoming	Board of County Commissioners
Central	Michigan	Board of Supervisors
	North Dakota	County Commissioners
	Wisconsin	Agricultural Commissioners of County and Board of Supervisors
Eastern	Maryland	Board of County Commissioners or County Council

Total = 26

TABLE XVIII

NAME OF COUNTY BODY WITH WHOM LAND-GRANT COLLEGE DEALS
OFFICIALLY IN MATTERS RELATING TO THE CONDUCT OF
COUNTY EXTENSION WORK IN GROUP B
STATES BY REGIONS

Region	State	Name of County Group
Southern	Kentucky	County Extension Board and County Fiscal Court
	Tennessee	Agricultural Extension Committee
Central	Iowa	County Extension Council
	Kansas	County Agricultural Extension Council
	Minnesota	County Extension Committee
	Missouri	County University of Missouri Extension Councils
	Nebraska	County Extension Board
	South Dakota	County Extension Board
Eastern	Connecticut	County Extension Council
	Maine	County Extension Association
	Massachusetts	Trustees for County Aid to Agriculture
	New York	County Extension Service Association
	Rhode Island	Farm Bureaus (Not AFBF affiliates)
	West Virginia	County Agricultural Extension Service Committee

Total = 14

TABLE XIX

NAME OF COUNTY BODY WITH WHOM LAND-GRANT COLLEGE DEALS
OFFICIALLY IN MATTERS RELATING TO THE CONDUCT OF
COUNTY EXTENSION WORK IN GROUP C
STATES BY REGIONS

Region	State	Name of County Group
Central	Illinois	Agriculture and Home Economics Extension Councils appointed by Director
	Indiana	County Extension Committee
	Ohio	County Extension Advisory Committee
Eastern	Delaware	County Program Advisory Committee
	New Hampshire	County Extension Service Council
	New Jersey	Executive Committee of County Board of Agriculture (Program & Personnel)
	Pennsylvania	Agricultural Extension Association
	Vermont	County Cooperative Extension Service Advisory Board
Total = 8		

Provisions in State Laws

Fourteen states have state laws which provide for county groups (Group B) other than the general governing officials of the county. Table XX shows the number of these states in which law states certain specifics.

Appointment or election of county group members. In the six states where the county group was said to be appointed, appointments were made by the general governing body or its representatives in five states (Kentucky, Minnesota, Missouri, South Dakota and Massachusetts); while in the sixth (West Virginia), appointment was made by the Board of Governors of the Land-Grant College. Missouri indicated that county groups in some counties are appointed and in others they are elected.

In the four states where members of the county body were said to be elected (Tennessee, Iowa, Kansas and Missouri), the usual procedure involves election of representative county people from the membership of the county governing body itself and/or the public (by district or township) by vote of the general governing body and/or the public (in district or township).

Number of members of county group. In nine states, laws specify the number of members to constitute the county group, as follows:

Kentucky - seven members

Tennessee - seven members

Iowa - one per township

TABLE XX

PROVISIONS IN STATE LAWS FOR COUNTY BODIES DEALING WITH LAND-GRANT
COLLEGES OFFICIALLY IN MATTERS RELATING TO THE CONDUCT
OF COUNTY EXTENSION WORK IN GROUP B STATES

Item Specified in State Law	Number of States				Comment
	Yes	No	No Answer		
1	2	3	4	5	
1. Basis for selection of members of county group	9	5	0		
2. Members are appointed	6	4	4		Procedure used varies
3. Members are elected	4	6	4		Procedure used varies
4. Number of members	9	5	0		Range - 5 to 20
5. Term of county group	9	5	0		Range - 12 to 36 months
6. Number of consecutive terms	4	10	0		Range - 2 or 3
7. Major functions performed	12	2	0		

Kansas - one per township
Minnesota - nine members
Missouri - ten to twenty members
South Dakota - five members
Massachusetts - nine members
West Virginia - seven members

Number of consecutive terms. In four states, laws specify the number of consecutive terms that members of the county group can serve, as follows:

Tennessee - three terms
Iowa - two terms
Kansas - two terms
Missouri - two terms

Major Functions Performed by the County Group

In the Group B states, the law specifies certain functions of the county group. Some of these were fully administrative and some jointly administrative. Others were of an advisory nature to the county staff.

Those that are fully administrative are given by states in Table XXI; those that are jointly administrative in Table XXII; and those of an advisory nature in Table XXIII. Two of the Group B states, Connecticut, and Rhode Island, were not included in the tables since they had indicated that the state law did not specify the listed functions as the responsibility of the county group.

No functions of an advisory nature were specified by state law as the responsibility of the county group to others than the county staff.

TABLE XXI

MAJOR FUNCTIONS OF A FULLY ADMINISTRATIVE NATURE PERFORMED BY THE COUNTY
GROUP IN GROUP B STATES AS SPECIFIED BY STATE LAW

Fully Administrative Function Provided for By State Law	Kentucky	Tennessee	Iowa	Kansas	Minnesota	Missouri	Nebraska	South Dakota	Maine	Massachusetts	New York	West Virginia	Total
a. Staffing (employment and/or removal of county Extension staff members)						X				X			2
b. Budgeting (formulation of county Extension budget)	X		X				X			X			4
c. Budgeting (reviewing and approving the county Extension budget)	X		X				X	X		X			5
d. Financing (serving as liaison between Extension and the local appropriating body)	X	X	X				X	X		X	X		7
e. Approving of expenditures of county source funds	X		X			X	X			X			5
f. Planning the county Extension program (1) Long-range planning (2) Annual planning			X							X	X		2
g. Conducting Extension work in the county (1) Planned (2) Unplanned										X	X		1
h. Evaluating the effectiveness of the county Extension program (1) Based on long-range objectives (2) Based on annually selected objectives										X	X		1
i. Determining county Extension policy			X							X			1
j. Other										X			2
													0

TABLE XXII

MAJOR FUNCTIONS OF A JOINTLY ADMINISTRATIVE NATURE PERFORMED BY THE COUNTY
GROUP IN GROUP B STATES AS SPECIFIED BY STATE LAW

Jointly Administrative Function Provided for By State Law	Kentucky	Tennessee	Iowa	Kansas	Minnesota	Missouri	Nebraska	South Dakota	Maine	Massachusetts	New York	West Virginia	Total
a. Staffing (employment and/or removal of county Extension staff members)	X	X	X	X	X		X	X			X	X	9
b. Budgeting (formulation of county Extension budget)		X		X	X	X		X	X		X		7
c. Budgeting (reviewing and approving the county Extension budget)				X	X	X			X			X	5
d. Financing (serving as liaison between Extension and the local appropriating body)				X	X	X			X			X	5
e. Approving of expenditures of county source funds				X	X						X		3
f. Planning the county Extension program				X	X		X						3
(1) Long-range planning				X	X		X						3
(2) Annual planning													
g. Conducting Extension work in the county				X	X								3
(1) Planned				X	X								3
(2) Unplanned													
h. Evaluating the effectiveness of the county Extension program													
(1) Based on long-range objectives				X	X		X						5
(2) Based on annually selected objectives				X	X		X						5
i. Determining county Extension policy				X		X	X						4
j. Housing county office						X							1

TABLE XXIII

MAJOR FUNCTIONS OF AN ADVISORY NATURE TO THE COUNTY STAFF PERFORMED BY THE COUNTY GROUP IN GROUP B STATES AS SPECIFIED BY STATE LAW

Advisory Function to Staff Provided for By State Law	Kentucky	Tennessee	Iowa	Kansas	Minnesota	Missouri	Nebraska	South Dakota	Maine	Massachusetts	New York	West Virginia	Total
a. Staff (employment and/or removal of county Extension staff members)				X					X				2
b. Budgeting (formulation of county Extension budget)				X									1
c. Budgeting (reviewing and approving the county Extension budget)				X									1
d. Financing (serving as liaison between Extension and local appropriating body)				X									1
e. Approving of expenditures of county source funds				X					X				2
f. Planning the county Extension program (1) Long-range planning (2) Annual planning	X X	X	X	X X		X X			X X			X X	6 6
g. Conducting Extension work in the county (1) Planned (2) Unplanned	X X	X		X X		X X	X X		X X				6 5
h. Evaluating the effectiveness of the county Extension program (1) Based on long-range objectives (2) Based on annually selected objectives	X X			X X					X X			X X	4 4
i. Determining county Extension policy	X			X					X				3
j. Other													0

Frequency of Meetings of County Groups

Thirty states reported that the county groups meet monthly. The distribution of the frequency of the meetings is given in Table XXIV.

Frequency of Meetings Specified by State Law

Sixteen states indicated that state laws specifically provide for the frequency with which meetings were to be held; 29 states said this was not the case, and three states did not answer the question.

Selection of Chairman of County Group

Forty-two states reported that the county group elected its own chairman; (three of these states indicated that referendums also were used in some counties). Two states reported that the county judge was the chairman. One state said the senator was the chairman and one stated that the chairman was the chairman of the county board of supervisors. Three states did not respond.

Executive Committees in the Counties

In 11 of the 48 states the county groups have executive committees to function for the whole committee. In three states it is specifically provided by state law (Table XXV) and in eight states executive committees are used but not specifically provided by state law (Table XXVI).

TABLE XXIV
FREQUENCY OF MEETINGS OF COUNTY GROUPS

Frequency of Meetings	Number of States				Total*
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law		
1	2	3	4	5	
Monthly	22	5	3	30	
Bi-monthly	1	1	0	2	
Quarterly	1	2	2	5	
Annually	1	5	2	8	
Varies by county	5	4	2	11	
Weekly	1	0	0	1	
Daily	1	0	0	1	
No answer	0	0	1	1	

* Some states checked more than one frequency for holding meetings, so the total column adds up to more than 48.

TABLE XXV

EXECUTIVE COMMITTEE NAMED TO ACT FOR THE COUNTY GROUP SPECIFICALLY BY STATE LAW

County Group	Total Number of States Where State Law Names Executive Committee	Names of States Where State Law Specifies Name of Executive Committee	Name Given to Executive Committee
Group A - general governing officials	0	none	none
Group B - group provided under law	3	Kansas Missouri Maine	Executive Board of County Ex- tension Council Officers of the Council County Executive Committee
Group C - group not provided under law	0	none	none
Total	3		

TABLE XXVI

EXECUTIVE COMMITTEE NAMED TO ACT FOR THE COUNTY GROUP OTHER THAN BY STATE LAW

County Group	Total Number of States Where Other Than State Law Names Executive Committee	Names of States Where Other Than State Law Specifies Name of Executive Committee	Name Given to Executive Committee
Group A - general governing officials	0	none	none
Group B - group provided under law	4	Connecticut New York Rhode Island Nebraska (<u>10% only</u>)	County Extension Executive Committee Board of Directors Executive Committee "Fiscal Committee"
Group C - group <u>not</u> provided under law	4	New Jersey Pennsylvania Indiana Ohio	Executive Committee of County Board of Agriculture Extension Committee or Board of Directors of Association Executive Committee of County Extension Committee Executive Committee
Total	8		

Number of Members of Executive Committees and Selection Procedures Used

For the 11 states that have executive committees in the counties, Table XXVII shows the number of members on the executive committee and the methods commonly used for their selection. The number of members varies among the states and among the counties within a state. Some counties have three members and some 47.

Functions of the Executive Committee

The functions of the executive committees in the 11 states in which the counties have executive committees are varied as indicated in the quotations listed in Table XXVIII.

Frequency of Meetings

Table XXIX shows the frequency with which executive groups, in the eleven states reporting such county bodies, meet.

Extension Policy Determination

As seen in Table XXX, in 23 of the 48 states, Extension policy is determined through the cooperation of the county group, the Land-Grant College and the county Extension agents.

Selection of County Extension Agents

The county Extension agents are selected jointly by the county group from candidates recommended by the Land-Grant College in 29 of the 48 states as shown in Table XXXI.

TABLE XXVII

NUMBERS OF MEMBERS OF EXECUTIVE COMMITTEE AND SELECTION PROCEDURES USED BY STATES

Name of State	Number of Members in Executive Committee	Selection Procedure Used
Connecticut	5	Three officers, two members elected by Board
Indiana	7 - 9	Nominated by nominating committee, elected by county Extension committee
Kansas	9	<u>State law:</u> Elected from county Extension council by members
Maine	11 - 16	<u>State law:</u> Elected by Association at each annual meeting to include 4 officers of the Association, the chairman of the women's division, a 4-H and young adult representative, and one representative of each major line of work in home economics and agriculture
Missouri	4	<u>State law:</u> Officers elected by full membership
Nebraska	3	Usually officers
New Jersey	14 - 47	Annual election to fill expiring terms; average term--3 years, but members in many counties may succeed selves indefinitely at present
New York	23 - 29	Elected by groups each represents
Ohio	3 - 4	Officers of committee
Pennsylvania	12 - 40	Elected at annual meeting or elected officers and appointments
Rhode Island	Varies	Nominating committee selects directors; officers are elected from directors

TABLE XXVIII

FUNCTIONS PERFORMED BY EXECUTIVE COMMITTEES IN COUNTIES
AS REPORTED BY STATES

Name of State	Function of Executive Committee
Connecticut	(1) Function as Board of Trustees between meetings of Board
Indiana	(1) Interview prospective HDA and assistant agents (2) Appoint program committee (3) Appoint budget committee
Kansas	Transacts all business of the Council (See Tables XXII, page 82, and XXIII, page 83 .
Maine	(1) Determine overall policies of Association (no report)
Missouri	Transacts routine business (See Tables XXI, page 81, XXII, page 82, and XXIII, page 83.
Nebraska	Serves in absence of full Board
New Jersey	Plan and conduct all business; plan and execute programs
New York	(No report)
Ohio	(1) Act only in emergencies in support of professional staff and their program
Pennsylvania	(1) Provide and approve expenditures (2) Provide and approve programs (3) Provide and approve policies
Rhode Island	(1) Conduct business of Farm Bureau

TABLE XXIX
FREQUENCY OF MEETINGS OF COUNTY EXECUTIVE COMMITTEES

Frequency of Meetings	Number of States				Total*
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law		
	1	2	3	4	
Monthly	0	4	1	5	
Bi-monthly	0	1	0	1	
Quarterly	0	0	0	0	
Varies by county	0	3	2	5	
Usually 3 - 4 times per year	0	1	1	2	
Total	0	8	5	13	

*Some states checked more than one frequency for holding meetings, so total column adds up to more than the eleven states reported having executive committees.

TABLE XXX

EXTENSION POLICY DETERMINATION IN THE COUNTY BY NUMBER OF STATES REPORTING

Formulated By	Number of States				Total*
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law		
1	2	3	4	5	
County group cooper- ating with Land-Grant College and county Extension agents	13	4	6*	23	
County group and Land-Grant College cooperating	3	7	1	11	
Land-Grant College	4	0	1*	5	
County group	0	1	1	2	
Land-Grant College cooperating with county Extension agents	6	2*	0	8	
Total	26	14	9	49*	

*Total adds up to 49 since Indiana reported that policy concerning personnel was formulated by the Land-Grant College and policy concerning program was formulated by the county group, Land-Grant College and staff cooperatively.

TABLE XXXI

RESPONSIBILITY FOR SELECTING COUNTY EXTENSION AGENTS BY NUMBER OF STATES

Responsibility for Selection	Number of States				Total*
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law		
1	2	3	4	5	
Jointly by the county group and the Land- Grant College from candidates recommended by the Land-Grant College	12	12	5	29	
By the Land-Grant College	10	0	3	13	
By the county group from candidates recommended by the Land-Grant College	0	1	0	1	
By the Land-Grant College with approval of the county group	3	1	0	4	
By the Land-Grant College in concordance with the county Ex- tension staff and county group	1	0	0	1	
Total	26	14	8	48	

To Whom County Extension Agents Are Responsible

A total of 17 of the 48 states indicated that the county Extension agents are directly responsible to both the Land-Grant College and the county group as shown in Table XXXII. In 29 states they are responsible to the Land-Grant College only.

Responsibility for Formulating County Extension Budgets

In 30 of the 48 states, the county group, the county Extension agents and the Land-Grant College cooperate in formulating the budget for county Extension work. This information is shown in Table XXXIII. Considerable variation within categories listed was noted.

Review and Approval of County Extension Budgets

The county group and the Land-Grant College in 26 states review and approve the county Extension budgets as shown in Table XXXIV.

Review and Approval of Expenditures of County Source Funds

The county group and Land-Grant College in 18 states review and approve expenditures of county source funds for Extension work as shown in Table XXXV. A like number, 18 states, report the county group only reviews and approves such expenditures.

Authority for Making Decisions About Salary Level and Promotions

The State Director of Extension in 40 states reportedly participates in making the decisions concerning salary level and promotions. Table XXXVI presents this information.

TABLE XXXII
TO WHOM COUNTY EXTENSION AGENTS ARE RESPONSIBLE BY NUMBER OF STATES REPORTING

To Whom Responsible	Number of States					Total
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law			
1	2	3	4		5	
Land-Grant College and county group	7	9	1		17	
Land-Grant College	19	4	6		29	
County group	0	1	0		1	
No report	0	0	1		1	
Total	26	14	8		48	

TABLE XXXIII

RESPONSIBILITY FOR FORMULATING THE COUNTY EXTENSION BUDGET

Responsible for Formulation	Number of States					Total
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law			
	1	2	3	4	5	
County group, county Extension agents and Land-Grant College cooperating	17	8	5		30	
Land-Grant College	7	1	0		8	
County group cooper- ating with county Extension agents	1	2	2		5	
Land-Grant College and county Extension agents	0	0		1	1	
County group	0	2	0	0	2	
Land-Grant College and county group	0		1	0	1	
County Extension agents	1	0		0	1	
Total	26		14	8	48	

TABLE XXXIV

REVIEW AND APPROVAL OF COUNTY EXTENSION BUDGETS BY NUMBER OF STATES

Responsible for Review and Approval	Number of States					Total
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law			
1	2	3	4	5		
County group and Land-Grant College	17	6	3	26		
County group	5	5	1	11		
Land-Grant College	3	3	4	10		
Land-Grant College in concordance with county Extension staff and county group	1	0	0	1		
Total	26	14	8	48		

TABLE XXXV
REVIEW AND APPROVAL OF EXPENDITURES OF COUNTY SOURCE FUNDS

Responsible Review and Approval	Number of States					Total
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law			
1	2	3	4		5	
County group and Land-Grant College	12	5	1		18	
County group	8	8	2		18	
Land-Grant College	5	1	5		11	
No report	1	0	0		1	
Total	26	14	8		48	

TABLE XXXVI

AUTHORITY FOR MAKING DECISIONS ABOUT SALARY LEVEL AND PROMOTIONS

Authority for Making Decisions	Number of States					Total
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law			
1	2	3	4	5		
County group	0	2	0		2	
Director of Extension	11	4	3		18	
University Board of Trustees	4	2	0		6	
County group and Director	4	3	1		8	
County group, Director and Trustees	0	2	2		4	
County group, Director, Trustees and University President	1	0	0		1	
Director and Trustees	2	1	1		4	
Director, Trustees and President	1	0	1		2	
Director and President	3	0	0		3	
Total	26	14	8		48	

Written Agreements Between States and Counties

Twenty-eight of the states have written agreements between the state Land-Grant College and the counties concerning county Extension work. This information is presented in Table XXXVII.

Basis for Written Agreements Between States and Counties

Seventeen of the 28 states having written agreements indicated that they were on a continuing basis as shown in Table XXXVIII.

Involvement of Lay People

Forty-two states indicated that they had suggested approaches for involving local people in county Extension program development as shown in Table XXXIX.

The 30 states listed below were able to provide mimeographed and/or other material explaining the approaches used for involving representative lay people.

- | | |
|----------------------|---|
| Group A - 15 states. | Arizona, Arkansas, California, Colorado,
Georgia, Idaho, Maryland, Michigan,
Montana, New Mexico, Oklahoma, South
Carolina, Texas, Virginia, Wyoming |
| Group B - 8 states. | Connecticut, Iowa, Kansas, Kentucky,
Minnesota, Nebraska, New York, Tennessee |
| Group C - 7 states. | Delaware, Illinois, Indiana, New
Hampshire, Ohio, Pennsylvania, Vermont |

TABLE XXXVII.
WRITTEN AGREEMENTS BETWEEN STATE LAND-GRANT
COLLEGES AND COUNTIES¹

State Group	Number of States		
	Yes	No	Total
1	2	3	4
Group A - county governing officials	12	14	26
Group B - group provided under law	13	1	14
Group C - group <u>not</u> provided under law	3	5	8
Total	28	20	48

¹States having such agreements include:

Group A - California (usually), Colorado, Idaho (only annual budget), Louisiana, Montana, Nevada, North Carolina, Oklahoma, Texas, Utah, Wisconsin, Wyoming.

Group B - Connecticut, Iowa, Kansas, Kentucky, Maine, Massachusetts, Minnesota, Nebraska, New York, Rhode Island, South Dakota, Tennessee, West Virginia.

Group C - New Hampshire, New Jersey, Vermont.

TABLE XXXVIII
BASIS FOR WRITTEN AGREEMENTS BETWEEN STATES AND COUNTIES
(28 states reporting)

Basis for Agreement	Number of States				
	Group A - General Governing Officials	Group B - Group Provided Under Law	Group C - Group Not Provided Under Law	Total	
1	2	3	4	5	
Annual	6	3	0	9	
Continuing	4	10*	3	17	
Must be renewed every 4 years. May be renewed at any time	1	0	0	1	
No report	1	0	0	1	
Total	12	13	3	28	

*One state of this number, Tennessee, also indicated that any change necessitates a new agreement.

TABLE XXXIX

STATES HAVING SUGGESTED APPROACHES FOR INVOLVING
LOCAL PEOPLE IN COUNTY EXTENSION
PROGRAM DEVELOPMENT

State Group	Yes	No	No Answer	Total
1	2	3	4	5
Group A - county governing officials	24	1	1	26
Group B - group provided under law	10	4	0	14
Group C - group <u>not</u> provided under <u>law</u>	8	0	0	8
Total	42	5	1	48

COUNTY EXTENSION ORGANIZATIONAL AND FINANCING PROCEDURES

QUESTIONNAIRE

PART I. COUNTY EXTENSION ORGANIZATION

1. Name of State _____
2. With whom in the county does the Land-Grant College deal officially in matters relating to the conduct of Extension work in the county? (Please answer only one of the following.)
 - a. If the general governing officials of the county (i.e. board of supervisors, quarterly county court, county commissioners, county judge, etc.), please give:
Title of individual or name of body _____
(If available, please attach copy of statute providing for counties to cooperate with the Land-Grant College in Extension work.)
 - b. If not the general governing officials of the county but some other group provided for under state law (i.e. Extension Council, Agricultural Extension Committee, Extension Association, etc.), please give:
Name of body _____
Name and number of state law or act providing for body _____

Date law or act was passed _____
(If available, please attach copy of the state law or act providing for the body.)
 - c. If neither a nor b above, but some other body (i.e. not provided for under state law), please list the accepted name of the body and briefly describe below.
Name of body _____
Brief description _____

(If available, please attach copy of authority providing for counties to cooperate with the Land-Grant College in Extension work.)

Please answer questions 3 through 14 if item b above is selected and answered.

3. Does your state law specify the basis for selection of members of the county group named in question No. 2b above?
- a. Yes _____ b. No _____
4. If your answer to question No. 3 above was Yes, how are members to be selected?
- a. Appointed _____ b. Elected _____
5. If your answer to question No. 3 above was Yes, state briefly below the basis for representation and the procedure followed in appointing or in nominating and electing members. _____
- _____
- _____
- _____
6. Does your state law specify the number of members that is to constitute the county group named in item No. 2b above?
- a. Yes _____ b. No _____
7. If your answer to question No. 6 above was Yes, how many members are specified? _____ (Number)
8. If your answer to question No. 6 above was Yes, how many members are to be selected each year? _____ (Number)
9. Does your state law specify the term of office of a member of the county group named in item No. 2b above?
- a. Yes _____ b. No _____
10. If your answer to question No. 9 above was Yes, what term is specified? _____ (Months)
11. Does your state law specify the number of consecutive terms that a member of the county group named in item No. 2b above may hold office?
- a. Yes _____ b. No _____
12. If your answer to question No. 11 above was Yes, how many consecutive terms may a member serve? _____ (Number)

13. Does your state law specify the major functions to be performed by the county group named in item No. 2 b above?

a. Yes _____

b. No _____

14. If your answer to question No. 13 above was Yes, please check the functions below that are specified in your state, and indicate the nature and degree of the county body's responsibility for each.

Function	- Nature of County Group's Responsibility			
	Administrative		Advisory to	
	Full	Joint	County Staff	Other Body
a. Staff (employment and/or removal of county Extension staff members)				
b. Budgeting (formulation of county Extension budget)				
c. Budgeting (reviewing & approving the county Extension budget)				
d. Financing (serving as liaison between Extension and the local appropriating body)				
e. Approving of expenditures of county source funds				
f. Planning the county Extension program				
(1) Long-range planning (Program Statement)				
(2) Annual planning (Annual Plan of Work)				
g. Conducting Extension work in the county				
(1) Planned (i.e. in annual plan of work)				
(2) Unplanned (i.e. not in annual plan)				

14. (Continued)

Function	Nature of County Group's Responsibility			
	Administrative		Advisory to	
	Full	Joint	County Staff	Other Body
h. Evaluating the effectiveness of the county Extension program				
(1) Based on long-range program objectives				
(2) Based on annually selected objectives				
i. Determining county Extension policy				
j. Other (Please specify):				
(1) _____				
(2) _____				
(3) _____				
(4) _____				
(5) _____				

All states please answer all of the remaining questions.

15. Frequency of meetings of the county group named in question No. 2 above.

a. Monthly _____; b. Bi-monthly _____; c. Quarterly _____;
d. Annually _____; e. Other (Please specify) _____

16. Is frequency of meetings specified by state law?

a. Yes _____ b. No _____

17. How is the decision made as to who will chairman the county group named in No. 2 above? _____

18. Is an executive body named to act for the county group named in question No. 2 above?

a. Yes _____

b. No _____

19. If your answer to question No. 18 above was Yes, what is the executive body's name, and is the executive body provided for under state law?

Give name of body _____

State law providing for it _____

(If available, please attach a copy of the state law providing for the body.)

20. If your answer to question No. 18 above was Yes, how many members are there, what is the basis for selection and what are the functions of the executive body?

a. Number of members on the executive body _____ (Number)

b. Basis for selection _____

c. Functions of executive body _____

21. If your answer to question No. 18 above was Yes, how often does the county executive body meet?

a. Monthly _____; b. Bi-monthly _____; c. Quarterly _____;

d. Other (Please specify) _____

22. By whom is the Extension policy formulated in the county?
(Please check the most appropriate answer listed below.)

a. County group named in question No. 2 above _____

b. Land-Grant College _____

c. Land-Grant College cooperating with county Extension agents _____

d. County group and Land-Grant College cooperating _____

e. County group cooperating with Land-Grant College and county Extension staff _____

- f. Other (Please specify) _____
23. How are county Extension agents selected? (Please check appropriate answer.)
- a. Selected by the Land-Grant College _____
- b. Selected jointly by the county group named in question No. 2 above and the Land-Grant College from candidates recommended by the Land-Grant College _____
- c. Other (Please specify) _____
24. To whom are the county Extension agents directly responsible? (Please check appropriate answer.)
- a. Land-Grant College _____
- b. Land-Grant College and county group named in question No. 2 above _____
- c. Other (Please specify) _____
25. County Extension budgets are formulated by: (Please check appropriate answer.)
- a. County group named in question No. 2 above _____
- b. County budget committee _____
- c. County Extension agents _____
- d. Land-Grant College _____
- e. County group cooperating with county Extension agents _____
- f. County group, county-Extension agents and Land-Grant College cooperatively _____
- g. Other (Please specify) _____
26. County Extension budgets are reviewed and approved by: (Please check appropriate answer.)
- a. County group named in question No. 2 above _____
- b. Land-Grant College _____
- c. County group and Land-Grant College _____
- d. Other (Please specify) _____

27. Expenditures of county source funds for Extension work are reviewed and approved by: (Please check appropriate answer.)
- a. County group named in question No. 2 above _____
 - b. Land-Grant College _____
 - c. County group and Land-Grant College _____
 - d. Other (Please specify) _____
28. How are decisions about salary level and promotions made? _____

29. Who has the authority to make these decisions? (in question No. 28 above)
- a. County group in question No. 2 above _____
 - b. Director of Extension _____
 - c. University Board of Trustees _____
 - d. Other (Please specify) _____
30. Is there a written agreement between the counties and state Land-Grant college?
- a. Yes _____ b. No _____
- (If your answer to question No. 30 above was Yes, please enclose a copy when you return the questionnaire.)
31. If your answer to question No. 30 above was Yes, is the agreement on an annual, continuing or other basis?
- a. Annual _____; b. Continuing _____; c. Both _____;
- d. Other (Please specify) _____
32. Effective involvement of representative lay people has long been a cardinal principle of county Extension program development. Such involvement usually necessitates use of an organized state approach (including the suggested use of various committees). Does your state have such a suggested approach for the use of county Extension staff members and/or others?
- a. Yes _____ b. No _____
- (If available, please enclose copies of mimeographed and/or other material explaining the approach used in your state.)

APPENDIX B

TENNESSEE AGRICULTURAL EXTENSION

COMMITTEE ACT (1955)

CHAPTER 212, HOUSE BILL NO. 789, By Bell;

AN ACT to amend Section 2545 of the

Code of Tennessee

SECTION 1. BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF TENNESSEE, That Section 2545 of the Code of Tennessee be and is amended by striking out the said section in its entirety and inserting in lieu thereof the following:

All counties cooperating with the State Agricultural Extension Service by making an appropriation for extension work shall elect an Agricultural Extension Committee composed of seven (7) members. The Committee shall be elected by the Quarterly County Court. Three (3) of such members shall be elected from the membership of the Quarterly County Court. There shall be elected to the Committee four (4) members who are not members of the Quarterly County Court. Two (2) shall be farmers and two (2) shall be farm women, residing in different civil districts, except that if there are fewer than four civil districts in a county at least one member shall come from each civil district. The members shall be elected for terms of two (2) years. Two (2) of the members representing the Quarterly County Court, one farmer and one farm woman shall be elected in even numbered years; and the other members shall be elected in odd numbered years. The elections shall be held at the first meeting of the Quarterly County Court of each calendar year. No member may be elected for more than three (3) successive terms. In the event that there is a vacancy on the Committee, the Quarterly County Court shall fill such vacancy at its next regular meeting after the vacancy occurs, and the Committee member filling the vacancy shall serve during the unexpired term of his predecessor. The functions of the Committee shall be: (1) To act with duly authorized

representatives of the State Agricultural Extension Service in the employment and/or removal of personnel receiving funds from county extension appropriations; (2) To act with duly authorized representatives of the State Agricultural Extension Service in formulating the county extension budget, and to serve as liaison between the Extension Service and the Quarterly County Court on financial and other matters relating to the work; (3) To act in an advisory capacity on county extension program formulation; (4) To act in an advisory capacity on activities performed in connection with carrying out the program.

In performing the foregoing functions the Committee shall meet with duly authorized representatives of the Extension Service on selected dates mutually agreed to by the chairman of the Committee and the representative of the Agricultural Extension Service during the months of February, May, August, and November, and at such other times as may be deemed desirable by a majority of the members of the Committee.

SECTION 2. BE IT FURTHER ENACTED, That this Act shall take effect from and after its passage, the public welfare requiring it.

PASSED: March 11, 1955

SPEAKER OF THE HOUSE OF REPRESENTATIVES

APPROVED:

SPEAKER OF THE SENATE

GOVERNOR