

## Chapter 7

# Extension Agricultural Economics I

The broad range of educational programs carried out by the Extension Agricultural Economics Department can be broadly grouped in three major categories--Marketing, Public Policy, and Farm Management.

Due to the large volume of these agricultural economic-related materials, the summaries in this Extension History have been divided into two chapters: Chapter 7, Extension Agricultural Economics I., *Marketing*, pp. 5-41, and *Public Policy*, pp. 41-46; and Chapter 8, Extension Agricultural Economics II, *Farm Management*, pp. 47-100.

## MARKETING

### Contents

<b>MARKETING</b> .....	5	Agent Training in Livestock Mktg.—1955 .....	15
<b>Contents (Marketing)</b> .....	5	Swine Grading Program—1956 .....	15
<b>Early Development of Program</b> .....	6	Objectives for Livestock Marketing—1960 .....	15
Agricultural Marketing Act—1928 .....	6	Schools in Livestock Marketing—1960 .....	15
Research and Marketing Act—1948 .....	7	<b>Marketing Dairy Products</b> .....	15
Agricultural Marketing Adm. (AMA)—1954 .....	7	Cream Grading Campaign—1923 .....	15
Department of Marketing—1961 .....	7	Marketing Cream and Milk—1926 .....	16
Move to Resident Departments—1963 .....	7	Dairy Programs in 1930's .....	16
Organize Extension Department—1964 .....	7	Central Kansas Dairy Coop. Assn.—1937 .....	16
<b>Grain Marketing</b> .....	8	Dairy Programs During WWII .....	16
Cooperative Marketing Act—1921 .....	8	Extension Dairy Programs After WWII .....	17
Elevator Survey Program—1930 .....	8	Dairy Sales Organization—1947 .....	17
<b>Wheat Quality Program</b> .....	9	New Dairy Programs—1950's .....	17
Wheat Protein Premium—1925 .....	9	Federal Milk Orders—1953 .....	17
Kansas Wheat Improvement Assn.—1936 .....	9	Bulk Refrigerated Milk Tanks—1954 .....	18
Grain Grading Schools—1944 .....	9	<b>Marketing Chickens and Eggs</b> .....	18
Wheat Quality Shows .....	10	Egg Production Schools—1933 .....	18
Wheat Quality Programs—1950's .....	10	Cooperative Egg Shipping Assn.—1936 .....	18
Kansas Wheat Quality Council—1950 .....	10	Egg-Pickup Service—1942 .....	18
Stored Grain Campaign—1950 .....	10	Federal Egg Grading—1944-45 .....	18
Food and Drug Regulations—1950's .....	10	Post WWII Egg Marketing—1945-50 .....	19
Wheat Kernel Conference—1953 .....	11	Voluntary Egg Grading Program—1950's .....	19
Coop. Management Conference—1950 .....	11	Kansas Egg Grading Law—1955 .....	19
Cooperative Bookkeeping School—1954 .....	11	District Poultry Schools—1956 .....	19
Grain/Feed Management Conference—1960 .....	11	Quality-Egg Clubs—1956 .....	20
Wheat/Feed Grains Outlook .....	12	Caged Layer Poultry Program—1956 .....	20
4-H/FFA Marketing Leader Training—1954 .....	12	<b>Marketing Turkey and Turkey Products</b> .....	20
4-H Program Activities .....	12	Turkey Marketing Associations—1936 .....	20
4-H Wheat Shows—1954 .....	12	<b>Marketing Hay</b> .....	20
<b>Livestock Marketing</b> .....	12	Federal Hay Graders—1920's .....	21
First Livestock Marketing Work—1905 .....	13	Certified Alfalfa Seed .....	21
First Livestock Marketing Specialist—1931 .....	13	Discontinue Hay Grading—1940's .....	21
Lamb Grading Program .....	13	<b>Marketing Fruits and Vegetables</b> .....	21
Wool Marketing Cooperative—1931 .....	13	Potato Growers' Association—1929 .....	21
Livestock Auctions for 4-H—1936 .....	13	Apple Growers' Associations—1931 .....	22
Yearling Ewe-Buying Program—1937 .....	14	Fruit Trees Freeze—1940 .....	22
4-H Deferred Feeding Project—1939 .....	14	<b>Consumer Marketing/Retailing</b> .....	22
Purchase of 4-H Calves—1944 .....	14	<b>Extension Education in Food Distribution</b> .....	22
Feeder Replacement Program—1949 .....	14	Food Retail Proposal—1957 .....	23
Swine Carcass Grading—1948 .....	14	Consumer Marketing Program—1958 .....	23
Feeder Lamb/Ewe Buying Pool—1949 .....	14	Food Industry Advisory Committee—1958 .....	23
Beef Cattle/Carcass Grading—1951 .....	14	Retail Marketing Industry—1950's .....	23
Beef Production System—1953 .....	14		

Food Retailers Conference—1958.....	23	Marketing Lessons for 4-H—1934.....	33
Kansas Food Industry Conference—1958.....	24	Other 4-H Marketing Programs—1935.....	33
In-Store Studies—1959.....	24	Marketing and 4-H Projects—1940's-50's.....	33
Demonstration Stores—1959-1960's.....	25	<b>Marketing Programs with Formula Feed Mfgers.....</b>	<b>33</b>
Specific Retail Recommendations.....	25	Formula Feed Program.....	34
Other Retail Demonstrations.....	25	Phase I.....	35
Food Retail Store Seminars—1959-71.....	25	Formula Feeds Advisory Committee.....	35
Store Changes.....	26	Phase II.....	35
Handling Produce—1960.....	26	Formula Feed Plant Studies—1961.....	35
Meat Merchandising—1961.....	26	Protein in Sorghum Project—1961.....	35
<b>New Food Marketing Innovations.....</b>	<b>26</b>	Formula Feed Program Review—1962.....	36
Central Fresh Meat Processing—1962-63.....	26	<b>Organize Formula Feed State Project.....</b>	<b>36</b>
Objectives of Central Meat Processing.....	26	Kansas Formula Feed Resolution—1962.....	36
Challenges to the System.....	27	Formula Feed Project Summary—1962.....	36
Success of the System—1988.....	27	<b>Marketing and Business Management.....</b>	<b>37</b>
Frozen Meat Distribution—1960's.....	27	Extension Information Specialist—1966.....	37
Frozen Meat Distribution Systems—1960's.....	27	<b>Agricultural Update Course.....</b>	<b>38</b>
Operational Efficiency Study—1960's.....	28	Evening Telenet Course—1984.....	38
<b>Marketing Information for Consumers.....</b>	<b>28</b>	Accounting and Analysis Course.....	38
Be Wise With Food Buys.....	28	<b>Update Through Telenet—1981.....</b>	<b>39</b>
Best Food Buys.....	29	<b>Multi-Specialist Programs.....</b>	<b>39</b>
Food Buying.....	29	Ag Update Format.....	39
Boning/Rolling a Turkey.....	29	Update Participation—1984-88.....	39
Potpourri of Fruit.....	29	Hedging Schools—1971-80.....	39
<b>Outlook Information.....</b>	<b>30</b>	Grain Pricing/Contracting Schools—1970's.....	39
Kansas Agricultural Situation—1924.....	29	Weekly Newsletter.....	39
Kansas Agricultural Outlook—1930.....	30	<b>Producer Marketing Clubs.....</b>	<b>39</b>
District Outlook Meetings—1936.....	30	Coordinated Programming.....	40
Weekly Market Comments—1930.....	30	Scope of PMC's.....	40
Marketing Information—1959.....	30	Try Strategies.....	40
Kansas Agricultural Situation Revised—1959.....	31	PMC Features.....	40
Economic Outlook Emphasis—1965-66.....	31	Consumer Information.....	40
Objectives of Outlook Program—1966.....	31	<b>PUBLIC POLICY.....</b>	<b>41</b>
Outlook Program—1966.....	32	<b>Personnel in Ag Economics-Marketing.....</b>	<b>Ch.6:10-13</b>
In-Depth Agent Training—1966.....	32		
Husband/Wife Events.....	32		
Television Special—1969.....	32		
Outlook—1970-71.....	33		
<b>Marketing in 4-H Clubs.....</b>	<b>33</b>		

*The information that follows focuses on some of the educational activities and programs in Agricultural Extension Economics. It should not be viewed as a totally comprehensive review of the Department.*

## Early Development of Program

Prior to 1924, some Extension marketing work was conducted by Extension Specialists in crops, livestock, fruits, vegetables, poultry, and dairy.

Marketing work done by the Extension Specialists and farmer groups, such as cooperatives, led to the establishment of a Marketing Project.

E. A. Stokdyk, the first Extension Plant Pathologist, was employed as Extension Marketing Specialist effective October 1, 1924.

Previous to this time, Extension Livestock Specialists helped organize Livestock Shipping Associations and worked some in marketing sheep and wool. The Extension Plant Pathologist conducted potato grading demonstrations and a potato inspection service.

Some assistance was given in apple marketing, and the Department of Agricultural Economics had helped organize cooperatives in the state.

All of these activities were brought into the plan of work for the new marketing project headed by E. A. Stokdyk.

On September 1, 1928, George Montgomery became Extension Marketing Specialist. He developed a plan of work with subprojects for marketing of livestock, marketing of fruits and vegetables, marketing of grain, and marketing of hay.

### Agricultural Marketing Act—1928

The Agricultural Marketing Act, which established the Federal Farm Board, was passed in 1928. It resulted in the development of much more interest in the marketing project during 1929.

This Act was in response to a sharp decline in commodity prices, a decline that began in 1920 during the deflation period after World War I.

The Act set up a program to help cooperatives in their organization work. Some funds were also

provided for additional Extension work with farmers' groups, to both strengthen cooperatives and foster new ones.

George Montgomery developed coordinated marketing programs with Extension Production Specialists, particularly those in Livestock, Entomology, Veterinary Medicine and Crops, especially wheat.

Members of the Kansas State College of Agriculture Experiment Station and teaching staff gave freely of their time in support of the Extension marketing program.

**Research and Marketing Act—1948**

In 1948 Congress passed the Research and Marketing Act. It created the Research and Marketing Administration (RMA), and provided appropriations to place greater emphasis on marketing programs.

Allocations of funds to the Kansas Extension Service for fiscal year 1948-49 were \$3,500, for 1949-50 they were \$13,250, and for 1953-54 they went up to \$16,800.

**Agricultural Marketing Adm. (AMA)—1954**

The RMA program was replaced by the Agricultural Marketing Administration (AMA) in 1954.

The allocation of funds under AMA in fiscal year 1954-55 was \$24,200. It went up to \$56,724 in 1958-59, then down to \$40,924 in 1961-62.

Under these Federal Acts of Congress, the following special plans of work in marketing were written and approved:

- 1948 — Grain Marketing.
- 1948 — Egg and Poultry Marketing.
- 1948 — Milk Marketing.
- 1956 — Marketing Information for Merchandisers.
- 1956 — Livestock Marketing.
- 1957 — Marketing Information for Consumers.

Funds from Federal sources made it possible to employ additional Extension Specialists in the marketing field.

**Department of Marketing—1961**

On September 1, 1961, the Department of Marketing and Utilization of Agricultural Products was created from the marketing projects in the Department of Agricultural Extension Specialists at Kansas State University.

Personnel in the new department were:

- Norman V. Whitehair, State Leader, Marketing.
- Marion E. Jackson, Poultry and Egg Marketing.
- Robert L. Coppersmith, Livestock Marketing.
- Roger H. Wilkowske, Dairy Marketing.
- Sykes E. Trieb, Retail Marketing.
- Leonard W. Schruben, Marketing Information.
- Hugh J. McDonald, Grain Marketing.
- Richard J. Baker, Marketing & Utilization of Formula Feeds.
- Robert W. Schoeff, Marketing & Utilization of Formula Feeds.
- Mildred L. Walker, Consumer Information.

**Move to Resident Departments—1963**

On July 1, 1963, the Department of Marketing & Utilization of Agricultural Products, Kansas Cooperative Extension, was divided and moved to the Department of Economics and the Department of Flour and Feed Milling Industries.

The Extension Farm Management Association program and the Area District Extension Farm Management Programs were also moved into the Department of Economics at the same time.

The Extension programs in Marketing and Utilization of Agricultural Products and Farm Management were administered under the direction of the Department of Economics.

The Assistant Department Head and Extension State Leader of Economics was responsible to the Department Head for staffing and program development in marketing and farm management.

Extension Section leaders were appointed to guide programs in the areas of marketing, farm management associations, and area or district farm management programs.

**Organize Extension Department—1964**

In 1964, the Department of Marketing and Utilization of Agricultural Products was created from the marketing projects in the Department of Agricultural Specialists, Cooperative Extension Service.

Extension Economists were named in the following subject matter areas:

<u>Commodities</u>	<u>Clientele or Function</u>
Eggs & poultry	Consumer information
Livestock	Retail - Merchandising
Dairy	Formula feeds (2)
Grain	Marketing information

# Grain Marketing

The earliest Extension work in grain marketing entailed giving assistance to farmers' elevators. The situation in the early part of the century was described in the 1924 report by E. A. Stokdyk, Extension Marketing Specialist. He wrote:

Farmers' elevators have been organized in Kansas since 1902. Three of the associations organized in 1902 are still in operation and have been continuously since that time.

These associations are the Farmers' Cooperative Grain and Livestock Company at Lewis in Edwards County, the Farmers' Cooperative Association at Macksville in Stafford County, and the Farmers' Cooperative Grain Milling and Mercantile Association at Alden in Rice County.

Farmers' elevators have developed and expanded until at this time (1924) there are 283 cooperative farmer elevator associations in Kansas. Most of these associations are members of three regional marketing associations in Kansas.

## **Cooperative Marketing Act—1921**

Many of the Farmers' Elevator Associations that were organized early were chartered under the Cooperative Societies Act. This act applied to a cooperative for any purpose.

In 1921, the Kansas legislature passed the "Cooperative Marketing Act," designed specifically for Associations that marketed agricultural commodities. The Extension Marketing Specialist worked with cooperatives as they modified their charters, constitutions and by-laws so they could operate under the Cooperative Marketing Act.

Many cooperatives operated in the hope that patronage and loyalty of members would make the cooperative successful, regardless of the business methods used.

The Extension Grain Marketing Specialist met with many Cooperative Association directors to discuss the importance of up-to-date business methods, a balanced program of reduced margins, increased quality, and added service, if the Association was to grow and fulfill its purpose in the community.

## **Elevator Survey Program—1930**

This activity led to "elevator surveys," a program where a study and an analysis was made of an elevator's business methods, its financial statement, and its methods of conducting business.

Vance Rucker, Extension Grain Marketing Specialist who was appointed September 15, 1930, secured

the cooperation of Professor Roy Green to formulate a plan for doing the elevator survey work.

Professor Green was doing grain marketing research in the Department of Agricultural Economics. An analysis form was prepared on which data were placed for further study.

Reports and suggestions were then made back to the association directors by the Extension Specialists, and frequently to members of the farmers' elevator association.

Assistance was given in follow-up such as amendment of the charter and by-laws, establishment of an adequate bookkeeping system, etc.

During 1931, 35 cooperative elevators were given this assistance. George Hendrix was employed on a temporary basis for five months beginning February 1, 1931.

W. J. Hart was loaned by the Cooperative Marketing Division of the Federal Farm Board to assist with some of the survey and analysis work.

In 1932, the elevator survey and follow-up program was enlarged with assistance from the Farmers' National Grain Corporation, Chicago, the Equity Union Grain Company, and the Farmers' Union Jobbing Association of Kansas City, Missouri.

The goal was to reach 100 elevator associations during 1932-33.

Glenn Fox was employed November 6, 1933, as Assistant Extension Specialist in Grain Marketing, to assist with that program. He continued until January 31, 1936 when he was transferred to the Department of Agricultural Economics.

Warren Mather was then employed and served in Extension grain marketing work until February 15, 1943.

The elevator survey program continued from its beginning in 1930 until the Farmers' National Grain Corporation was liquidated in April, 1937.

By that time most of the older organized cooperatives in Kansas had brought their charters and by-laws up to date and had developed modern business principles for operation.

Following World War II, a few cooperatives asked for assistance and the Extension Grain Marketing Specialist gave the same kind of help as had been given in previous years.

## Wheat Quality Program

Kansas wheat is generally high in protein. High protein wheat in the 1920's brought a premium of eight to fifteen cents on the central markets, but the producer did not receive a premium price for wheat sold locally.

### Wheat Protein Premium—1925

In 1925, meetings and demonstrations were held to call attention to the protein premium and to inform farmers of other characteristics of high-quality wheat. These included freedom from rye, foreign material, and mixed varieties.

Many grain elevator managers developed an interest in buying wheat on a graded basis, but there were two problems.

They could not get an immediate protein test and there was a lack of sufficient bin space to keep the grades separate. This often made buying on a graded basis impossible at that time (1920's and early 1930's).

Later, during the 1940's and 1950's, a quality wheat buying program was developed. Many large concrete elevators were constructed with ample space and a large number of bins for storing the various grades of grain.

### Kansas Wheat Improvement Assn.—1936

In 1936, the Kansas Wheat Improvement Association was organized by a group of millers and grain merchants who realized that Kansas wheat was declining in quality.

The causes were:

- 1) New wheat varieties that were not of acceptable milling and baking quality.
- 2) More general spread of wheat diseases that affected quality.
- 3) Increasing prevalence of rye and other mixtures in wheat which lowered the quality for milling and baking.

John Parker, a former professor in the Department of Agronomy and a plant breeder, was employed as Director of the Association. Dr. Parker launched an extensive publicity and demonstration plot program.

Field days were held at the plots to show the public the value of pure varieties, disease-free wheat, and rye-free wheat. The program continued with a varied program but constantly encouraged the production of wheat with acceptable milling and baking qualities.

### Grain Grading Schools—1944

Grain grading schools were first conducted in 1944. Kawvale, a new wheat variety that had been developed for eastern Kansas, was an example of the problem of grading new wheats which could fall into hard-wheat or soft-wheat classes.

The classification of Kawvale, and later other new varieties, was a part of the program at the grain-grading schools.

The first schools were held at Washington, Beloit, Smith Center, Stockton, and Oberlin.

They were conducted by George Douglass, inspector in charge of the Kansas City office of the Kansas Grain Inspection Department; John Parker, director of the Kansas Wheat Improvement Association; and Dwight Tolle, Extension Grain Marketing Specialist.

The grain grading schools included discussions on:

- 1) Wheat supply and market.
- 2) Seed wheat production program, farmers' marketing problems.
- 3) Identification of varieties in threshed samples of grain.
- 4) Popularity of varieties by farmers because of favorable production factors.
- 5) Efforts of grain merchants to separate car loads of wheat on a quality basis.
- 6) Problem of classifying Kawvale wheat.

Grain grading schools continued on a district basis. Those who attended were elevator managers, Commodity Credit bin inspectors, 4-H Club members and County Extension Agents.

Laboratory work on analysis of various grain samples made up a portion of each school, with individual instruction by Kansas licensed grain inspectors.

### Wheat Quality Shows

Wheat quality shows were inaugurated by the Kansas Wheat Improvement Association at the Kansas State Fair. There was a milling and baking test for each sample.

Flour milled from the wheat, and the bread baked from the flour, were important factors in judging and placing the samples of wheat exhibited. This work brought out variations in the quality of protein in wheat varieties.

### **Wheat Quality Programs—1950's**

Some of the newer varieties at that time did not possess strong gluten, and during the 1950's, Kansas wheat as a whole developed an unfavorable place in the central markets.

Millers often found it necessary to bring wheat of strong milling quality into the state to blend with Kansas wheats to bring it up to desired milling standards. A premium price was paid for strong gluten wheats.

Extension Specialists and representatives of other interested organizations increased their efforts toward improving the milling quality of Kansas wheat.

Publicity was given through every available means about varieties that were not of acceptable milling quality, and about those that were commanding a premium price.

At the same time, about 1956, the Commodity Credit Corporation loan program provided a differential in loan values of as much as 20 cents per bushel depending on the variety, because millers were paying a price differential.

Many farmers readily changed from the unacceptable wheat varieties to more acceptable ones.

In 1955, for example, the Extension Grain Marketing Specialist reported that 104 elevators were buying wheat on a variety basis, and 117 elevators were paying a premium for high milling quality wheat.

There were 16,345 farmers who had changed to approved milling varieties of wheat, with an estimated increase in income of \$1,703,407 on 22,560,075 bushels

This program to promote the production of high-quality milling wheat continued. Wheat farmers generally recognized the advantages of producing wheat with a strong gluten content.

### **Kansas Wheat Quality Council—1950**

A Kansas Wheat Quality Council was organized on February 8, 1950, in the Senate Chamber, of the State House, Topeka, by representatives from 26 organizations concerned about the quality of grain produced in Kansas.

### **Stored Grain Campaign—1950**

The Kansas Wheat Quality Council sparked one of the most intensive campaigns ever organized involving the Extension Service. The two-point program included:

- 1) Thorough cleaning and treating of storage bins and premises before harvest.

- 2) Fumigation of grain within six weeks after storage.

Recommendations were based on research work done by R. T. Cotton, USDA entomologist on stored grain insects, and his staff, officed in Manhattan.

Norman Whitehair, Extension Grain Marketing Specialist, Dell Gates, Extension Entomologist, and C. E. Skiver, Secretary of the Kansas Wheat Improvement Association, took the lead in an intensive educational program.

The program began in April to direct attention to the fumigation program, and continued through May.

Twelve meetings were held in cities throughout the Kansas wheat producing areas in 1950—six on how to clean and prepare storage facilities for grain, and six on methods of fumigating grain in storage.

L. L. Longsdorf, Extension Editor, developed a weekly information schedule that included releases to 350 weekly newspapers, 50 dailies, and the farm press with state-wide coverage.

County Extension Agents were supplied with educational material. Daily releases were sent to 51 commercial radio stations, and 10,000 posters were distributed.

Similar schools on stored grain were conducted in 1951. The control of rodents was added to the first series, methods of drying grain to the second.

### **Food and Drug Regulations—1950's**

Pure Food and Drug Administration regulations on the sanitation of grain to be used for food increased the emphasis on caring for grain in storage.

Private and cooperative grain marketing organizations asked for educational meetings to explain recommended storage methods to the public.

With discounts ranging from 50 to 75 cents per bushel on degraded wheat used for feed grain instead of for food, much interest was developed.

Extension Specialists prepared educational materials covering proper procedures for storing grain, storage structures to prevent contamination from birds and rodents, and use of residual wall sprays and fumigation of grain in storage.

Ten district schools were held for grain marketing organizations and many cooperatives asked for the Extension Specialists to appear at annual meetings.

Food and Drug Administration regulations were temporarily relaxed in 1953 and considerable study given to them because of criticism concerning their strictness.

However, the regulations became effective again in 1954 and renewed emphasis was given the educational program concerning grain sanitation.

In 1955, district elevator sanitation demonstrations were conducted at 20 different locations in Kansas with 452 elevator management personnel attending.

One-half day was devoted to an inspection and clean-up program, handled by a representative of the Food and Drug Administration. The other half-day was devoted to demonstrations on rodent and stored grain insect control and fire prevention.

Those educational efforts brought results. Grain handlers became fully aware of the FDA regulations, the recommended practices, and the economic value of good grain handling practices.

#### **Wheat Kernel Conference—1953**

A Wheat Kernel Conference was held at Kansas State University in 1953, sponsored by the Extension Service, the Kansas Wheat Improvement Association, and the Departments of Agronomy, Flour and Feed Milling, and Agricultural Economics.

Content of the conference included:

- 1) Tests to determine wheat quality.
- 2) Detection of internal insects.
- 3) Grain sanitation.
- 4) Insect and rodent control.
- 5) Wheat price differentials.
- 6) Grain grading.
- 7) Variety analysis.

This was a three-day school attended by people interested in the grain trade, both locally and on the terminal markets.

Out of this school grew Wheat Kernel Identification Schools that were held once or twice a year on a two-day basis for a number of years.

In 1954, 166 students attended two schools, one at Wichita and another at Hutchinson. Schools in later years were held at Kansas State University.

#### **Coop. Management Conference—1950**

The first Cooperative Management Conference was held in 1950, with the Extension Service and

the Department of Agricultural Economics cooperating.

This conference was designed for managers and directors of local cooperatives. Programs included such topics as:

- 1) Income tax for cooperatives.
- 2) Management problems.
- 3) Member relationships.
- 4) Principles for cooperatives.
- 5) Educational programs.
- 6) Organization problems.

The Cooperative Management Conference was held annually.

#### **Cooperative Bookkeeping School—1954**

A Cooperative Bookkeeping School was conducted at Kansas State University October 25 to 30, 1954, sponsored by the Extension Service, the Wichita Bank for Cooperatives, the Kansas Cooperative Council, and the Farmer Cooperative Service.

This school was designed to train bookkeepers in the methods to be used by cooperatives. Thirteen bookkeepers attended the first school.

In 1955 the attendance was 25, in 1956 it was 30, and in 1957 there were 17 people who attended. The schools continued with a similar numbers of participants.

#### **Grain/Feed Management Conference—1960**

A Grain and Feed Industries Business Management Conference was organized and held in December, 1960. It was designed to provide top managers, the decision makers, a better understanding of the management job.

Managers were provided with systematic procedures for more orderly planning, more efficient organization of the business, more effective direction of the various processes, and a closer coordination of the multitude of tasks confronting the manager of the business.

Closely associated with the business management conference were two other programs:

- 1) Selection of the best combination of enterprises to maximize profits for the firm.
- 2) Recommendations concerning the plant layout and operation of the firm.

In 1961, the Department of Agricultural Economics began developing an outline for a linear programming problem for a cooperative.

A study was made of the best combination of enterprises in light of the limiting factors, such as land, labor, and capital. A sufficient number of firms were programmed to furnish information for the total group.

After the study of a group of firms was completed, standards were developed for use by other firms when selecting the best combination of enterprises for their particular organization.

#### **Wheat and Feed Grains Outlook**

Outlook information for wheat and feed grains were a part of the Extension Grain Marketing Specialist's work during the years that outlook information was prepared.

The information included data on supply, production, demand, imports and exports, price trends, industrial uses, etc.

A series of district outlook meetings were held annually for training County Extension Agents. Outlook on a commodity basis was given at meetings of many organizations upon request.

#### **4-H/FFA Marketing Leader Training—1954**

Several 4-H Club activities were also a part of the Grain Marketing Specialist's endeavor.

In 1954, 13 4-H and FFA leader training schools about cooperatives were held on a district basis throughout the state. These schools were sponsored by the Kansas Cooperative Council, the Wichita Bank for Cooperatives, vocational agriculture departments, and many local cooperatives.

The Extension Grain Marketing Specialist used these meetings to develop the interest of 4-H members in the grain marketing activity. The schools were attended by 580 youth, 95 leaders and 225 managers and directors of cooperatives.

#### **4-H Marketing Program Activities**

The marketing activity for 4-H members was

designed to help 4-H Club members gain a better understanding of the principles and practices involved in marketing grain.

Many activities were suggested, including:

- 1) Visit a business dealing in marketing work.
- 2) Visit a terminal and local elevator.
- 3) Understand grain inspection work.
- 4) Locate on a county map the cooperative marketing organizations in a county
- 5) Study market reports.
- 6) Chart price trends.
- 7) Learn about grain grading.
- 8) Give talks and demonstrations on marketing work.

#### **4-H Wheat Shows—1954**

4-H Wheat shows were held in 1954 at Wellington, Wichita, Hutchinson, and Salina. Samples of wheat grown as a project were sent for grading, milling and baking tests.

Exhibits came from 24 counties, but the total number of entries at these first shows was not available.

Similar shows were held in August, 1955, at Wichita, Salina, and Dodge City, with 95 exhibits and 457 persons attending.

The 4-H Wheat Shows continued at Wichita and Colby with much interest and participation.

In 1960, the Kansas Wheat Commission provided awards for the winners for the first time. The award consisted of a trip to the Galveston-Houston export facilities.

Winners were selected on the basis of their participation in the Wheat Shows, grain marketing activity, crops judging and demonstrations, leadership, and general 4-H Club work.

## **Livestock Marketing**

By 1930, some work with Livestock Shipping Associations and marketing lambs on a graded basis had been done by the Extension Production Specialists.

#### **First Livestock Marketing Work—1905**

Live animal shipping associations have been operating in Kansas since 1905. Those early efforts by the farmers indicated that they were interested in

solving livestock marketing problems.

Some of these problems had been discussed in the Farmers' Institute programs. In the program of work for 1925, E. A. Stokdyk, Marketing Specialist, wrote:

Livestock markets have certain well-defined tendencies. Lectures covering the history and trends of livestock markets were given.

The producers are encouraged to make use of the economic information in the Kansas Agricultural Situation.

Cooperative Shipping Associations are in existence in many communities. Assistance was given in making surveys for the need of these associations, and where needed, assistance was given in the organization of new associations.

The marketing of Boys' and Girls' Calf Club calves is a phase of work that is of importance. The Club Department requested assistance in this work.

**First Livestock Marketing Specialist—1931**

Walter Atzenweiler, former County Agricultural Extension Agent in Brown County, was employed as the first Livestock Marketing Specialist July 1, 1931.

In his report for 1931, Atzenweiler wrote:

Assisted Carl Elling (Swine and Sheep Specialist) during 1931 in the further development of the lamb and wool marketing program.

Assistance was also given to J. J. Moxley (Animal Husbandry Specialist) in the District Livestock Schools and the Beef-Cattle Festival Train which covered the beef-production sections of the state.

**Lamb Grading Program**

Marion County Agricultural Extension Agent Frank Hagans, pioneered a lamb grading program in Marion County in 1929, known as the "Marion County Farm Flock Program."

The improvement in quality made over a seven-year period was indicated by the following record of graded lambs shipped.

Grade	1929 percent	1936 percent
Top	57.5	88.0
Medium	18.5	7.0
Buck Lambs	21.75	5.0
Culls	2.25	0.0

Four counties graded lambs and shipped cooperatively in 1931, 18 counties in 1933, and by 1936 every county that produced sheep and lambs in substantial numbers participated in the graded lamb program.

The Producers Commission Association, Kansas City, Missouri, cooperated in the lamb grading program by furnishing a fieldman to grade the lambs on the farm, and to instruct County Extension Agents and producers about requirements for a top lamb for the market.

The lamb grading and marketing program was closely conducted with the production program since

the lambs needed to be ready for market at the time of year when there were good market prices.

Most of the good lambs went to market in April and May. In 1936, 43 counties were marketing lambs on a graded basis.

During the 1950's, Dickinson County conducted an outstanding lamb grading program.

As shipping livestock by truck became more prevalent, and County Extension Agents and producers became more familiar with the standards for grading, this activity became commonplace.

A few neighbors would grade and ship by truck so the program required less attention from Extension personnel.

**Wool Marketing Cooperative—1931**

In 1931, the Midwest Wool Marketing Cooperative, a regional organization comprising four or five states, was organized with headquarters at Kansas City.

Carl Elling, Extension Animal Husbandry Specialist, W. A. Atzenweiler, and many County Agricultural Extension Agents in Kansas assisted in the organization and early work of the "Midwest."

**Livestock Auctions for 4-H—1936**

In 1936, a Kansas City Livestock Marketing Committee, composed of 20 young men employed by commission firms, was formulated and charged with organizing and conducting livestock auctions for 4-H Club livestock. Seven auctions were held in Kansas City.

One of these auctions was for livestock at the Topeka Free Fair, one for animals from the Kansas State Fair at Hutchinson, and a third for the pre-American Royal sale.

Wichita interests organized a sale to be held at the end of the Fat Stock Show in that city. These livestock auctions paid a small premium for the higher grades of animals.

**Yearling Ewe-Buying Program—1937**

A yearling ewe-buying program was started in 1937 by Frank Hagans in Marion County, continued by Carl Elling, and transferred to Ray Hoss, Extension Livestock Marketing Specialist, in 1953.

Hoss continued with this program until 1960, when the program was taken over by the Marketing Service of the Kansas Farm Bureau.

The volume in the ewe-buying program varied from year to year according to weather conditions,

feed supply, and the economic situation. Usually from 10 to 20 thousand head of yearling ewes were brought into the state each year.

#### **4-H Deferred Feeding Project—1939**

In 1939, a 4-H deferred feeding project was started. A major problem was the marketing of the animals when ready for sale.

On December 14, 1944, the first 4-H Deferred Show and Sale was held in Kansas City. Deferred fed calves were shown in pens of three animals. Each club member could show two pens.

This was an acceptable method of completing the project for 4-H members, and continued at Wichita and Dodge City as well as in Kansas City and St. Joseph, Missouri.

#### **Purchase of 4-H Calves—1944**

In 1944, a program was inaugurated to provide a satisfactory source of beef calves for the next year's 4-H project.

Extension Livestock Specialists and breeders assembled about 100 head of calves and had a sale at Wichita at the time of the Fat Stock Show there.

The program continued for several years while a good demand existed for the calves. Eventually the interest diminished and club members went back to an established source for their calves.

#### **Feeder Replacement Program—1946**

A feeder replacement program was organized in 1946 by the Extension Livestock Marketing Specialist. This program provided small feeders who wanted only 25 or 30 head of feeder cattle with a good source that was not available otherwise.

Orders were pooled through County Extension Agents, and feeder cattle were purchased in large numbers from ranchers. Often a rancher's entire calf crop was purchased.

In 1946, 6,896 head were handled. In 1948, 12,419 head were purchased and distributed. This program continued only a few years.

#### **Swine Carcass Grading—1948**

In 1948, swine carcass grading was demonstrated to County Extension Agents and producers at Wichita with the cooperation of the Cudahy Packing Company.

Two-day schools were developed with the first day devoted to live grading and the second to carcass grading of the same animals.

Such schools were held at Wichita, Kansas City, and St. Joseph. Later similar schools were held

at other points in the state where packing houses were located and were willing to cooperate. These included schools at Great Bend, Arkansas City, and Pittsburg.

Fourteen counties held similar schools for swine producers in 1953 by using graded carcasses provided by packing companies through food stores.

#### **Feeder Lamb/Ewe Buying Pool—1949**

A feeder lamb buying pool was organized in 1949. Orders were pooled and 10,300 feeder lambs purchased and delivered, providing a ready supply for the small feeder.

The program continued only a few years because lamb feeders either expanded or went out of business.

#### **Beef Cattle/Carcass Grading—1951**

In 1951, a two-day beef cattle live and carcass grading school was conducted for County Extension Agents in Wichita.

A similar school was started in St. Joseph the next year. Participants included selected producers in addition to Extension personnel.

These schools were effective for improving selection of beef cattle for feeding in the particular beef production system being followed by a producer.

#### **Beef Production System—1953**

In his report for 1953, Ray Hoss, Extension Livestock Marketing Specialist, outlined the various beef production systems in Kansas as:

- 1) Kansas deferred program.
- 2) Creep-feeding program.
- 3) Plain cattle program.
- 4) Wintering program.
- 5) Wintering and summering program.

Ray Hoss wrote further:

Each of these programs has a set marketing pattern. If carried out in the recommended manner each of these programs should market the finished product at a seasonal peak in the price cycle for that particular class of livestock.

It is impossible to positively identify each peak, but these programs are designed to take advantage of the peak in cycles during an average year.

#### **Agent Training in Livestock Mktg.—1955**

In 1955, two-day marketing schools were held in Wichita and Kansas City to train County Extension Agents in livestock marketing processes.

One day was spent with a commission man as he worked at selling livestock in the yards.

### **Swine Grading Program—1956**

In 1956, Republic County attempted a swine-grading program similar to the lamb program. A representative of the St. Joseph market came to the county and graded hogs on the farm.

A shipment of 110 head was made to St. Joseph. They went on a declining market and the results were not as good as anticipated. Therefore, interest by producers declined somewhat and the program did not continue.

Out of the swine and carcass grading work, however, a high interest developed in the "meat-type hog" and a program to breed and produce a carcass with less fat.

The grading program also brought to the markets a higher percentage of Choice No. 1 and No. 2 hogs.

### **Objectives for Livestock Marketing—1960**

Robert Coppersmith was employed as Extension Livestock Marketing Specialist on January 1, 1960.

Dr. Coppersmith had served as Extension Livestock Economist with the Illinois Extension Service from September 1953 to 1958. For more than one year he was with the Illinois Livestock Marketing Association, a cooperative.

Coppersmith spent a few months studying the Kansas situation when he first began work.

The following objectives were established:

- 1) Improve the operational efficiency and profit position of livestock and meat marketing firms in Kansas.
- 2) Develop an awareness on the part of market-

ing firms of the importance of constant evaluation of the present position and the need for planning to avoid or solve future marketing problems.

- 3) Assist farmers, market agencies and others in promoting sound marketing practices.
- 4) Improve quality of livestock through realistic marketing.
- 5) Gain experience with new programs which might be valuable in future years.

### **Schools in Livestock Marketing—1960**

Communications Schools for Livestock Marketing Personnel were organized and conducted in August, 1960. Livestock market personnel on the Kansas City and St. Joseph, Missouri, central markets participated enthusiastically.

The training schools were sponsored by Kansas State University in cooperation with the livestock markets. Sessions were for three hours, once each week for four weeks.

Participants included livestock salesmen and stockyards personnel. Subject matter included basic communications, theory, telephone manners, written communications, public relations, and salesmanship.

After the sessions were concluded, many of the participants expressed a desire for continued training of a similar type. Other markets learned of the training sessions and requested assistance.

During 1962, similar schools were conducted in Wichita with approximately 70 percent of all operating personnel participating.

Another school was held in Arkansas City with the mauer-neuer Packing Company sponsoring it. Assistance was given in similar schools in Indianapolis, Evansville, and Louisville markets.

## **Marketing Dairy Products**

After the failure of most of the local creameries during the early part of the century a centralizer system was developed. Many abuses crept in which resulted in poor quality and low prices.

### **Cream Grading Campaign—1923**

The Extension Dairy Specialist, C. R. Gearhart, started a state-wide grading project with cream stations in 1923, but it was not entirely successful.

In 1924, the Extension Dairy Specialist wrote in his report:

Some good resulted from the cream grading campaign as the better producers become familiar with what quality meant in price.

### **Marketing Cream and Milk—1926**

Interest in cooperative creameries grew and several were organized in 1926. Adjustments in size, locations, markets and production practices occurred during the next several years.

Processing and distribution of whole milk developed. It went from being a branch of the milk producer business to the business of milk process-

ing and distribution, either on a private basis or by a cooperative.

The first work by the Extension Dairy Specialist with milk producers organizations was with groups in Pittsburg, Atchison, Wichita, and Topeka in 1932. At this time, cream marketing work was confined to communities with cooperative creameries.

Charles Dominy was employed as an Extension Specialist in poultry and dairy marketing on June 5, 1936. In his report for 1936, he listed as objectives:

- 1) Improvement in local gathering of cream.
- 2) Further advancement of whole milk markets through improvement in understanding and methods of marketing.
- 3) Work with cooperative creameries - surveys and analysis of business practices and the establishment of uniform methods of book-keeping.

### **Dairy Programs in 1930's**

During the 1930's, the dairy marketing program consisted of assistance in improvement of prices, markets, and quality, marketing efficiency, lowering costs, market licenses and orders, and strengthening cooperatives.

### **Central Kansas Dairy Coop. Assn.—1937**

In 1937, the Central Kansas Cooperative Association was organized at Hillsboro, following completion of one of the surveys of the dairy marketing situation. The association constructed a modern creamery.

During the following two or three years other cooperative creameries were organized including a Neosho Valley Creamery at Erie, which opened for business on December 1, 1939.

Those creameries, by the use of a fleet of trucks, gathered cream from farms and churned butter for the local and central markets.

### **Dairy Programs During WWII**

The onset of World War II completely reversed dairy marketing conditions. Instead of surpluses, there were shortages. Where prices were low and unstable, price ceilings were instituted.

Dairy plant operators were encouraged to diversify production, with flexibility, in order to produce products which were both high in price and would contribute most to the war effort.

Cream quality programs were undertaken with the cooperation of the Kansas Butter Institute.

Teachers of vocational agriculture were asked to have their students make cream quality and handling surveys of at least five farms to promote the production of higher quality cream.

Producers were encouraged to sell milk instead of cream so that the skim milk would be available for human consumption.

Producers were encouraged to sell whole milk for manufacturing or, if possible, as grade A.

Bottled milk deliveries were changed from daily to every other day delivery.

Assistance was given to dairy cooperatives with their problems in reorganization of their routes for more efficiency and conservation of gasoline, tires and trucks.

The Extension Specialist assisted producers to form milk bargaining cooperatives to bargain with processors for satisfactory prices.

Assistance was also given related to the labor shortage, encouragement of greater milk production, and lower costs.

In his report for 1946, Karl Shoemaker, Extension Dairy Marketing Specialist, wrote in part:

Dairying in Kansas is becoming more specialized... more profitable. The establishing of grade A processing in plants located in strictly rural areas has stimulated production. This grade A milk is sold to urban centers.

Much of the milk consumed in western Kansas towns is produced 100 to 150 miles east, bottled and transported in semi-trailer trucks along with ice cream, butter and cheese to local retail store outlets.

This new development has encouraged the production of grade A milk in areas formerly devoted to the production of cream or manufacturing milk.

Milk plants at Erie, Arkansas City, Hillsboro, Sabetha, and Everest have recently equipped for grade A milk processing.

### **Extension Dairy Programs After WWII**

During the war years the government purchased approximately 20 percent of the total dairy production for the Armed Forces, relief, or lend-lease.

With that market eliminated, adjustments were necessary to maintain satisfactory markets for dairy products.

Coupled with that loss in the market, total production increased 11 percent during the war years.

The adjustment needed because of increased production was made easier because of the increased use of milk products other than butter and cheese.

Ice cream and evaporated milk used a large amount of milk that would otherwise have been surplus.

However, for a number of years, butter and dried milk was purchased by the government in the Surplus Commodities program.

The Extension Dairy Marketing Specialist used every effort to keep dairymen informed concerning practical ways to adjust to the post-war dairy situation.

Development of production and distribution of Grade A milk to replace the uncontrolled production of raw milk was an important achievement.

### **Dairy Sales Organization—1947**

In January, 1947, the Extension Dairy Marketing Specialist, Karl Shoemaker, called a meeting of the cooperative creameries in Kansas to set up a sales organization to sell dairy products manufactured by the creameries.

The organization was expanded to include four cooperative creameries in Oklahoma and one in Missouri.

After considerable delay a charter was obtained in October, 1947. A board of directors and officers were elected and the organization named "Vita Gold Foods."

The organization had these functions:

- 1) To standardize the quality and the package for the products.
- 2) To maintain a sales force to sell the products.
- 3) To advertise to assist in the sales program.
- 4) To maintain a transportation department to facilitate the movement of the products to

their destination.

### **New Dairy Programs—1950's**

Karl Shoemaker resigned January 31, 1948 to accept a similar position with the Wisconsin Extension Service.

Almost two years elapsed before he was succeeded by George Gerber on December 1, 1949.

Gerber devoted his attention to the problems in dairy product marketing that had developed during the post-war period.

Some success was achieved in leveling off the high spring and early summer high production period and bringing up the late fall and winter low production period.

Processing and manufacturing plants were helped to procure equipment and develop a program so surplus milk in high production periods could be converted to dried milk or cheese that could be stored until marketed.

Production of quality milk and milk products was emphasized to encourage consumers to continue to use some milk products, especially butter, even though it was higher in price to use than some of the competitive substitutes.

### **Federal Milk Orders—1953**

Federal Milk Orders had been developed by 1953 in Kansas City, Topeka, Neosho Valley, Wichita, and Dodge City.

The Extension Dairy Marketing Specialist devoted much time with producers to familiarize them with the provisions and working policies of the Federal milk order management.

The increased price incentive for Grade A milk brought about increased production by former cream producers, adding to the problems of management by processors, and to marketing orders.

One effort to increase the consumption of milk was to install milk vending machines beside cold drink vending machines.

In his report for 1954, George Gerber gave this brief summary of accomplishments:

- 1) Four new dairy cooperatives organized.
- 2) 1,003 dairymen changed from butterfat to "C" grade milk production.
- 3) 744 dairymen changed from "C" to "A" grade milk production.
- 4) 174 milk vending machines installed.

### **Bulk Refrigerated Milk Tanks—1954**

It was in 1954 that bulk refrigerated milk tanks began to come into use by larger producers to replace milk cans and can coolers.

Bulk tanks in Kansas were first used in the Wichita area. The shift to the use of bulk tanks came about gradually. In 1957 the percentage of milk marketed from bulk tanks was 77.8 at Wichita, 18.3 at Dodge City, 13.8 at Kansas City, and 10.7 at Neosho Valley.

By 1961, the number of milk producers using bulk tanks was 1,497 at Kansas City, 820 at Wichita, 232 at Neosho Valley, and 180 at Dodge City.

During these years the Topeka and Kansas City Milk Orders had combined. A new Milk Order was established in St. Joseph, Missouri in 1961.

The Extension Dairy Marketing Specialist was called upon frequently to meet with milk producers concerning management of the Milk Order, to study

unsatisfactory situations, and to help make plans for satisfactory agreements.

About 95 percent of all grade A milk produced in Kansas was produced within the areas of the milk marketing orders.

## Marketing Chickens and Eggs

Interest in marketing poultry and eggs on a graded system was developing about the time the marketing project was organized in 1924.

In 1925, a number of meetings were held to discuss egg grading. In 1928, a five-year plan was developed.

By 1933, Production Specialists, G. T. Klein and M. A. Seaton, were carrying on an effective program to develop egg-selling on a graded basis. The production of quality eggs was also stressed.

The Extension Production Specialists handled the program almost entirely until 1936, when the first Extension Specialist in Poultry Marketing was employed.

### Egg Production Schools—1933

In 1933, there were 98 egg production schools held with 7,946 people participating. The advantages of coordinating the marketing plan with production and adjusting market demands were discussed in the schools.

Egg grading demonstrations were conducted during the programs. Plans were made to have 60 produce houses buy eggs on a graded basis. By the close of the year 1933, 140 houses were buying on a graded basis.

### Cooperative Egg Shipping Assn.—1936

Charles Dominy was employed as Specialist in Poultry Marketing June 5, 1936. In addition to work with poultry, Dominy also developed a program for marketing dairy products.

In 1936, a cooperative egg shipping association was formed for handling quality eggs to an eastern market. A net increase was obtained in the price received by farmers.

Collection of the eggs was done by the Washington County Cooperative Creamery at Linn and the marketing contract was with the Hoermann Packing Company at Linn, Kansas.

That egg marketing program continued for nearly

20 years, until a state egg-grading law became effective in 1953.

### Egg-Pickup Service—1942

In 1942, the Central Kansas Cooperative Creamery at Hillsboro started an egg-pickup service. Their trucks picked up both eggs and cream from the patrons. The pickup was twice a week.

In 1944, more than 2 1/2 million dozen eggs were handled in this manner at Linn, Kansas. At Hillsboro almost one million dollars worth of eggs were handled.

### Federal Egg Grading—1944-45

Both plants had Federally licensed graders who graded eggs direct from the producer, then paid on a graded basis. The advantage over the local egg market ranged from three to five cents per dozen in 1944 and 1945.

At the same period of time, federally licensed graders were in all of the Swift plants located at Parsons, Wichita, Salina, and Clay Center.

Licensed grading was also available at the Co-operative elevator and egg department at Kinsley; the Sabetha Cooperative Produce; Perry Packing company; Priebe's plants at Goff, Parsons, and Blue Rapids; Kansas Egg and Poultry at Hillsboro; Hurst Poultry and Egg at Newton; Sunflower Poultry and Egg at McPherson; and Kansas Poultry Products at Hutchinson. Federal grading had made a good start.

### Post WWII Egg Marketing—1945-50

Following World War II, points emphasized in the egg marketing program were:

- 1) A sound procurement program with trucks servicing each farm at least twice each week.
- 2) An efficient egg grading program supervised by federal-state grading supervisors.
- 3) Paying the producer on a graded basis.
- 4) Providing refrigeration at each collection station. Twenty-one plants were operating on such a program, although only 13 followed recommended practices.

The Purina Mills Feed Company introduced an egg marketing program that allowed producers to deliver eggs to a local feed station where they were picked up once each week.

The eggs were taken to a central station in Kansas City, graded, and the producer paid on a graded basis.

Packers and producers were becoming more quality conscious, especially in central and northeast Kansas. The southeastern part of the state did not yet have a satisfactory market outlet for graded eggs.

In 1945, the Extension Specialist in Poultry Marketing concentrated his meetings where good market facilities were available.

In addition, he also made 127 visits with County Extension Agents to markets covering all poultry areas of the state to encourage quality marketing programs.

Federal-State grading supervisors continued to hold egg grading schools for egg graders in plants that did not maintain federal graders.

Coupled with the grading program was a continuous effort to develop new markets.

#### **Voluntary Egg Grading Program—1950's**

In the early 1950's the Marketing Division of the State Board of Agriculture started a supervised voluntary egg grading program with egg buyers. This helped to get a better pack of eggs for the retail trade.

Egg producers in heavy production areas were able to take advantage of the improved market. That program continued until the egg-marketing law went into effect in 1955.

#### **Kansas Egg Grading Law—1955**

In 1955, the Kansas legislature, after an extensive educational program, passed the Kansas Egg Grading Law.

Extension Specialists and representatives of the State Board of Agriculture conducted a series of meetings to explain the new law and its provisions to egg producers and buyers.

After the law had been in effect two and one-half months, a series of 15 schools was held on a district basis to further explain the law and to teach the standards for the various egg grades.

Participants at the schools graded several dozen eggs under supervision, and took an examination at the end of the training period

Producers benefited from the egg grading program because there was a good market for quality eggs. Consumers benefited because they could have confidence in the quality of eggs purchased.

Cooperative egg-buying organizations that encouraged the egg-grading program were: Central Kansas Cooperative Association, Hillsboro; Arkive Creamery Association, Hutchinson; Washington County Cooperative Creamery, Linn; and Neosho Valley Cooperative Creamery, Neosho.

Private concerns that handled graded eggs were: Seymour Foods, Inc., Topeka, Marysville and Concordia; Bestyet Egg Company, Smith Center; Safeway Egg Company, Wichita and Kansas City; and Harris & Sons, Dodge City.

#### **District Poultry Schools—1956**

The Extension Poultry Production and Marketing Specialists held a series of district poultry schools to reach all of the important poultry areas of the state in 1956. Commercial people cooperated freely in an effort to attract people to the schools.

Most of the meetings featured a chicken barbecue at noon, and had an Egg Show as part of the meeting.

Those arrangements provided a good atmosphere for an effective educational program in poultry production and marketing.

#### **Quality-Egg Clubs—1956**

Quality-Egg Clubs were organized in several areas where graded-egg markets were not readily available.

Egg producers in such areas agreed to use recommended egg production practices to maintain the high quality of eggs. Eggs were assembled at a central point where they were picked up by a buyer's truck.

Such a club was organized in Republic County in 1956. In 1957 clubs were organized in Geary County, Cloud County and Shawnee County.

#### **Caged Layer Poultry Program—1956**

The caged layer poultry program in Kansas was given a boost in 1956 by General Mills when they started a finance plan for laying hens.

The operation was based on an operation of 1,680 birds and a guaranteed market of 37 cents a dozen for Grade A large eggs.

The market contract was by Hurst and Company, Bonner Springs. The laying houses were constructed by the Dodson Company, Wichita.

The expansion program resulted in construction of about 205 poultry houses over the state

That program developed too rapidly considering that the egg price in the fall of 1957 and spring of 1958 dropped and was extremely low.

The contract on the egg market was broken in the late winter of 1958. Some producers stayed with the market while some used other market outlets.

Around Tribune, Kansas, a group of caged-layer

egg producers were financed by a local bank. That area marketed through Safeway Egg Company, Denver, Colorado, and experienced very little difficulty in moving their supply of eggs.

The caged-layer program depended upon:

- 1) The ability of the producer to buy satisfactory replacement pullets.
- 2) A continued demand for high quality eggs at a high price.

Turkey marketing was started on a pool, or coop-

## Marketing Turkeys and Turkey Products

erative basis, in 1932 when Jewell County organized a pool and sold the turkeys to the highest bidder.

Harper and Reno counties organized turkey pools in 1933 and sold 8,900 turkeys on the Thanksgiving market at bid prices of 10 3/4 cents per pound for No. 1 turkeys, and 7 1/2 cents for No. 2.

Those prices were 1 to 2 cents higher than the local market. A local committee received the bids. The buyer provided a person to grade the turkeys as they were loaded on rail cars for shipment.

### **Turkey Marketing Associations—1936**

After the employment of Charles Dominy as the Extension Specialist in Poultry Marketing, June 5, 1936, interest was developed in a turkey dressing and marketing program.

Turkey Marketing Associations were organized at Anthony, Beloit, Emporia, and Hutchinson.

Each association acquired dressing and chilling equipment. The operations were financed by the Northwest Turkey Growers Association, Ogden, Utah. The dressed turkeys were marketed through that association.

More than 35,000 turkeys were made ready for the Thanksgiving market in 1936. Kansas State University conducted a turkey grading school which was attended by 80 people.

In 1937, Kinsley added a turkey dressing plant. Consignments of live turkeys were sold at Dodge City, McPherson and Winfield.

Mankato and Page City became affiliated with the Northwest Turkey Growers Association in 1939.

The turkey marketing effort was developed during the depression years of the 1930's. When production of other commodities and prices recovered, and the turkey market weakened somewhat, the cooperative efforts were discontinued.

## Marketing Hay

In his report for 1925, E. A. Stokdyk, Extension Marketing Specialist, said:

Kansas ships large quantities of hay. With the adoption of Federal grades, it is planned to survey the situation in Kansas with a view to adopting shipping point inspection service. Demonstration.

### **Federal Hay Graders—1920's**

The adoption and use of the Federal hay grades on the Omaha and Kansas City hay markets stimulated interest in hay marketing on a graded basis. Only alfalfa and prairie hay were involved.

In 1928, shipping point inspection service was

used in Finney and Pawnee counties. Hay grading demonstrations were given in Finney, Pawnee, Ottawa, Saline, Shawnee, Sedgwick, and Wilson counties.

A hay show at the Topeka Fair in 1928 was conducted with the Extension Marketing Specialist as superintendent. The hay exhibits were judged by Mr. Fink from the Hay Inspection Office in Kansas City. Fink remained two days to explain the hay grades to interested producers.

By 1933, the Extension reports stated that Finney and Pawnee counties were maintaining shipping point inspection for hay.

Woodson County had organized a Cooperative Prairie Hay Shipping Association and shipped 35 cars of hay during 1933. The association also brought in 38 cars of cattle for pasture.

#### **Certified Alfalfa Seed**

Alfalfa producers in Pawnee County established "Pawnee Chief" as the name for their certified alfalfa seed and shipped 1,500 bushels to special markets at prices from one to three dollars per bushel over the local market

#### **Discontinue Hay Grading—1940's**

Following the drought years of the early 1930's, and World War II, the hay inspection program was dropped.

Scarcity of labor, an increased demand for hay, dehydrators and grinding mills brought about discontinuance of the hay marketing program.

Later, Extension Dairy and Livestock Production Specialists encouraged the use of "Hay Shows" in connection with winter school in an effort to increase the quality of hay being produced.

## **Marketing Fruits and Vegetables**

E. A. Stokdyk, Marketing Specialist employed October 1, 1924, reported these problems in the area of marketing fruits and vegetables in 1925:

This phase includes the adoption of standard grades, the use of shipping point inspection service, the adoption of brands, the securing of information on sales methods, a study of market problems and the dissemination of timely information on crop movements.

There is one main potato section shipping potatoes in carloads, known as the Kaw Valley section. The best grading methods and proper packing are not yet employed by a large portion of the growers.

The main apple section is in Doniphan County, Kansas.

The growers are raising a high quality product but are not packing it to best advantage. The promotion of standard grades and packs, and methods and equipment to secure such grades is necessary.

During 1929, the agricultural Experiment Station made provision for research work in marketing fruits and vegetables.

Professor W. P. Mortenson was employed by the Department of Agricultural Economics to develop a research project.

#### **Potato Growers' Association—1929**

In 1929, an effort was made to develop a cooperative marketing association with the potato growers in the Kaw Valley.

E. H. Leker, County Agricultural Extension Agent in Leavenworth County, was employed on a temporary basis to assist with organizing the potato growers.

Twenty-eight meetings were held with 509 growers attending. Visits were made to 211 farms and

529 other personal contacts were made in Douglas, Jefferson, Leavenworth, Shawnee, Riley and Wyandotte counties.

That effort resulted in 85 percent of the potato acreage in the upper part of the valley and 75 percent in the lower end of the valley signed. This was not considered enough volume to justify operation in 1929.

However, in 1930, a sufficient signup had been obtained and operations were started in the Kaw Valley Potato Growers' Association.

The activities of this association were followed closely and given assistance by L. C. Williams, Extension Horticulturist in Charge of Agricultural Specialists, and Frank Blecha, District Extension Agent. Federal inspection at the point of shipment was maintained.

In 1936, the Kaw Valley Potato Growers shipped 518 cars.

Competition became more keen and the potato growers looked for every possible method to maintain a good market.

In 1939, they experimented with washing, cooling, storage and other ways to meet consumers' wishes. But the crop was poor both in yield and quality.

Finally, with the advent of World War II, a shortage of labor and marketing problems, potato production in the Kaw Valley dropped to a level that no longer justified the maintenance of the Association.

#### **Apple Growers Associations—1931**

In 1931, two Cooperative Apple Growers' Associations were organized and packing sheds constructed in Doniphan County. These were the Wathena Apple

Growers' Association and the Blair Apple Growers' Association.

In 1931, Doniphan County probably produced the largest crop of apples ever grown in the county—and received the lowest price ever paid for apples. Members of the newly organized Associations were dissatisfied because of the low prices.

A third Cooperative Apple Growers' Association was organized in 1933 with headquarters at Oxford in Sumner County, and members in Sumner, Sedgwick, and Cowley counties. That Association had only mediocre success.

In 1935, the fourth Apple Growers' Association was organized in Doniphan County at Troy. With the development of that Association the entire northeast Kansas apple growing district was organized into marketing cooperatives with standard packs and bargaining power. Shipping point inspection was used regularly.

#### **Fruit Trees Freeze—1940**

On November 11, 1940, a sudden and severe freeze destroyed a high percentage of the fruit trees in much of the state.

Because of low yields, heavy spraying costs and other economic factors, most growers did not care to wait for a new crop of trees to come into production. The volume of the fruit crops was greatly reduced.

At the same time, less attention was given by Extension personnel to the marketing program.

When E. A. Stokdyk resigned June 30, 1929, no Extension Marketing Specialist was employed in the field of fruit and vegetable marketing. All Extension fruit and vegetable marketing work after 1929 was done by the production Specialist in Horticulture.

L. C. Williams, W. G. Amstein and C. R. Roberts, with the assistance of research workers in the Department of Agricultural Economics, made substantial contributions to fruit and vegetable marketing by serving as Extension Horticultural Specialists.

In 1939 these observations were made by Land Use Program Planning committees:

- 1) Fruits and vegetables comprise only two percent of the state's agricultural in comes, but as much as 25 percent in some counties
- 2) Only ten counties have major production of fruits and vegetables.
- 3) Fruit and vegetable production could be expanded if suitable markets were available. Watermelons can be readily grown but there is no market. The production of sweet potatoes is a possibility.

## **Consumer Marketing/Retailing**

On July 18, 1956, Harold Jones, Director of Extension, signed a memorandum for the Agricultural Marketing Act to provide for a new project, Marketing Information for Merchandisers of Perishable Farm Products.

The principal objective was to introduce efficiency in marketing farm products at the wholesale and retail levels, thereby reflecting an increase in retail profit which would result in more favorable prices for producers and consumers.

## **Extension Education in Food Distribution**

Emphasis on education in food distribution was a marketing program of the Kansas Extension Service that grew out of the Marketing Distribution & Utilization Project. It achieved an enviable track record in Extension education.

This marketing emphasis had its beginnings in the U.S. Congress with passage of the "Marketing Act" in 1956.

Marketing education was to be emphasized through a matching fund program between con-

gress and the Land Grant Colleges throughout the nation.

Funds were to be used in "improving the marketing efficiency of the product flow from the farmers gate to the consumers table."

#### **Food Retail Proposal—1957**

W. G. "Jerry" Amstein, State Extension Specialist Leader, requested that Norman Whitehair, Extension Marketing Program Leader, develop a Food Retailing project proposal to be submitted to the Federal

Extension Service for possible approval and funding. This project was funded in 1957.

The general project objective was to provide educational assistance to firms responsible for the wholesale and retail marketing functions of food as part of the total marketing channel from producer to consumer.

The specific objective was to help improve the marketing efficiency and effectiveness of product marketing through existing institutions, and new institutions as they developed.

### **Consumer Marketing Program—1958**

Sykes Trieb was employed as Extension Specialist in Consumer Marketing March 1, 1958. His title was changed July 1, 1961, to Extension Economist, Retail Marketing.

Trieb had previously served as Secretary of the Kansas Poultry Improvement Association.

The first objectives for the project were to:

- 1) Introduce improved operational efficiencies in marketing based on time study research, work methods, and distribution procedures.
- 2) Assist all retailers in improving merchandising practices.
- 3) Train store personnel for more effective work production and future management positions.
- 4) Assist with store design, location and business management as related to efficient movement of food products.

Later these objectives were added:

- 5) Provide a better understanding of grades and grading for wholesaler, retailer, and consumer.
- 6) Promote a better public understanding of marketing through County Extension personnel.

### **Food Industry Advisory Committee—1958**

Based on a needs assessment, Sykes Trieb organized a state-wide Food Industry Advisory Committee. Members included representatives of the wholesaling, retailing, food service, food manufacturers, and food brokerage sectors.

Prominent leaders included Ned Fleming, founder of The Fleming Company, Topeka; Dick Dillon, son of the founder of the J.S. Dillon company, Hutchinson; Bogart Company, Clay Center; Lou Fox, General Manager of the Associate Grocers of Kansas City; Milgram Co. of Kansas City, Associated of Wichita;

and Lee Circle, of the Kansas Food Dealers Association.

### **Retail Marketing Industry—1950's**

As suggested by Lewis Norwood, Jr., Food Merchandising Specialist, Federal Extension Service, Trieb endeavored to become acquainted with food wholesalers and retailers throughout Kansas.

He then presented to them the new Extension program designed to be of assistance to the food distribution industry.

A list of 3,331 retail food markets was compiled. Approximately 400 of those were supermarkets handling 52 percent of all sales.

Cooperation with food industry personnel was initiated by contacts with existing groups including: The Kansas Restaurant Association; Kansas Food Dealers Association; Kansas City Retail Grocers Association; Marketing Division of the State Board of Agriculture; Kansas Dairy Association; Kansas State Chamber of Commerce; Kansas Poultry Association.

Kansas Turkey Federation; Kansas Livestock Association; National Livestock and Meat Board; Poultry and Egg National Board; Super Market Institute; and National Association of Retail Grocers of the United States.

Contacts were also made with the wholesale grocers who supplied most of the retail food dealers in Kansas, including the large chain store companies.

### **Food Retailers Conference—1958**

The annual Food Retailers' Conference on the campus of Kansas State University was one of the features of the retail marketing program.

A committee including Extension and food dealers planned a program and activities for each conference.

The first conference was held October 14, 1958. The topics discussed included:

- From the Shopper's Point of View.
- Progressiveness in Food Store Promotion.
- A Calendar of Sales Suggestions.
- Sell the Store as Well as the Product.
- Coordinating Supplier-Retailer -Promotions.
- Problems and How We Solved Them.
- Labor Cost Control.
- Space Allocation for Maximum Sales.
- Customer Complaints and How We Handled Them.

Procuring and Training Teen-Age and Adult Employees.

Do Non-Food Items Have a Place in Food Store?

Modern Accounting--The Basis of Efficiency.

Your Banker Needs to Know.

Inventory and Expense Control.

Gross Profit and Distribution Rate Control.

Financing for Extension.

Improving Efficiency.

The Food Retailers' Conferences were continued each year with much interest and success.

### **Kansas Food Industry Conference—1958**

This Food Industry Advisory Committee met on the KSU campus in the summer of 1958 and planned the first Kansas Food Industry Conference.

The conference was a success. It was held at Umberger Hall in September, 1958 with 300 participants.

This was the first time that wholesalers, retailers, brokers and food manufacturers had met as a combined group in Kansas.

The group quickly outgrew the Umberger Hall facilities and held subsequent programs at the K-State Union.

Later, Annual Conferences were held in hotel meeting facilities in various cities in Kansas until about 1973.

The meetings brought together all of the "players" of the food industry to discuss their common problems of food marketing and merchandising.

Problems included product proliferation, transportation, refrigeration, sanitation, shelf life, retail store layout operational efficiency, and implementing new innovations.

The advisory committee organized by Sykes Trieb to plan the Annual Food Retailers Conferences proved later to be a valuable liaison to the Kansas Extension Food Marketing Education program, and the clientele it was designed to serve.

Prominent food industry leaders, such as Ned Flemings, Dick Dillon, and Lou Falley, became an ongoing network to link the efforts of the total Extension Service to it's "new" clientele.

Trieb attended the National Outlook 1958 Fall Conference and conferred with the USDA Federal Extension Retail Marketing Program Leader, Lewis Norwood.

The network of USDA contacts were helpful in

developing an annual food industry/food supply presentation to County Extension Agents and their farm clientele, and to help Agents generate an interest in this "new" food industry clientele.

### **In-Store Studies—1959**

Operational Efficiency In-Store Studies was another phase of the retail marketing program.

Such studies included:

Layout and operation of the stock room.

Use of labor-saving equipment for packaging.

Store traffic.

Arranging various departments.

Means of displaying merchandise.

Replacing stock on the shelves.

Refrigeration.

Layout of the store.

Traffic lanes.

Sykes Trieb secured the assistance of the Extension Architect, the Extension Consumer Information Specialist, the local County Extension Agents, and a representative of the store being studied or a representative of his wholesale company.

After the in-store study was completed, a report was prepared and explained in person to the manager. In most cases, every recommendation was used.

One owner reported back that during one year of the more efficient operation, there were savings of \$4,316 in the produce department, in addition to a savings of many hours of labor.

In-store studies were done in four or five stores each year, the first in 1959. The studies were made upon invitation of the store owner.

A few chain-store wholesalers took the lead and made their own studies after working with Sykes Trieb and his assistants in one or two stores of their chain.

### **Demonstration Stores—1959-1960's**

Borrowing from the tried Extension method of test plots, the store demonstration began with a formal meeting with the general management of a wholesale or retail firm.

The demonstration project was explained and the "best performing" store or warehouse operation of the company selected as the Demonstration Unit.

An important concept behind the selection of the "best performing store" was that if the process could demonstrate an improvement in the operation

of the pre-selected "best store," then the company could use the recommendations for improving all other stores.

Extension Specialists then worked as a team to conduct a complete analysis of the operational efficiencies of the test store. The team went to the store to observe every phase of operations for a full week.

Members of the team were present when the bakery department began its operations at 4:00 a.m. to observe:

- Ordering and inventory management processes.
- Truck unloading procedure throughout the week.
- Produce preparation.
- Meat cutting, packaging and merchandising procedure.
- Check out operations.
- Work scheduling.
- Customer shopping patterns.
- Store closing procedures.

Mildred Walker, Extension Consumer Marketing Specialist, conducted the customer shopping analysis and customer interviews.

Dale Schindler, Extension Architect, developed a revised store and backroom layout plan, and Lowell Mohier assisted with meat technology recommendations.

The stated objective of the study was to "provide top management of the store with an unbiased and objective analysis to serve as a guide in applying research information to the existing store, and for the parent company to then apply this same technique to other stores in the same firm."

The first demonstration study was conducted at Rusty's I.G.A. of Lawrence. Rusty's was an independent supermarket, a voluntary member of Fleming Wholesale of Topeka, a 3,000 store group.

### **Specific Retail Recommendations**

The report of this demonstration included these remarks:

It is recommended that the same procedures used in analyzing operational efficiencies at this store will be applied to other stores in the Fleming Company.

The Extension Retail Marketing Specialist will be available to assist Fleming supervisors in initiating and evaluating similar studies at other stores, and in the training of employees for greater efficiency.

It is hoped that this and other demonstrations will be used in designing future stores in order to incorporate the principles of operational efficiency in new store layout.

Generally, these recommended changes will increase labor efficiency, improve quality maintenance and control, improve customer convenience and satisfaction, and boost the competitive advantage of the store.

### **Other Retail Demonstrations**

As a result of twelve store demonstrations conducted in a cross section of Kansas Retail food firms, the industry began to apply the same techniques to conduct their own studies of operations, and consumer marketing studies.

The Extension Specialists were called upon to advise and assist in the analysis and interpretation of their results. In effect, Sykes Trieb, and Mildred Walker soon had a cadre of trained in-company "extenders" of education and research information.

The demonstration procedure was applied with equal success to food wholesaling and food service institutions such as grocery, produce, frozen food wholesalers, commissaries, and cafeterias.

### **Food Retail Store Seminars—1959-71**

The demonstration store project led to the development of a series of retail store operation seminars on specific topics, from 1959 through 1971.

They were conducted throughout Kansas, usually in cooperation with wholesalers and their retail member stores, or with chain store companies and their individual retail member stores and department managers.

Seminar topics included:

- Produce Merchandising.
- Meat Merchandising and Operations.
- Frozen Foods.
- Customer Service.
- Bakery Operations.
- Grocery Operations.
- Financial Management.

### **Store Changes**

Across Kansas there was a general improvement in the quality of food wholesaling and retailing, with stated savings of \$25,000 to \$50,000 for each firm that participated in an operational efficiency study.

During the same time period there was a change in the competitive structure of the food industry. Even the definition of the supermarket changed from a store doing \$1,000,000 annual sales volume to one doing \$2,000,000 annual volume.

Convenience stores doing only \$300,000 per year began to encroach upon the traditional supermarket customer base.

Supermarkets began to expand into discounting, with 40,000 square foot stores that combined food and general merchandise.

### **Handling Produce—1960**

A Produce Materials Handling Seminar was held in Wichita on May 17-18, 1960, in cooperation with the Arkansas Valley Fruit and Vegetable Company, a primary supplier for Associated Grocers of Wichita. Federal-State grading personnel assisted with the discussions and demonstrations.

The objectives of the seminar were to improve understanding of grades and standards as developed in research, and to assist managers to improve their efficiency through implementing research results.

Topics discussed included:

- Work simplification.
- Quality control.
- Ordering and receiving.

- Trimming.
- Packaging and bagging.
- Price marking.
- Layout.

A supervisor for the wholesale company followed up at the retail store level.

### **Meat Merchandising—1961**

In 1961, a Meat Merchandising and Work Methods School was conducted in Kansas City with the cooperation of the Associated Grocers of Kansas City and the Kansas State Board of Agriculture.

Roadside marketing information was discussed with commercial fruit and vegetable producers in the Kansas City area.

Egg marketing and merchandising was discussed at a series of district meetings by the Extension Poultry Marketing Specialist.

A central meat packaging movie was produced in 1961 with the assistance of Jack Burke, Extension Specialist in Radio and Television.

Scenes from this movie became a part of a USDA-AMS and Kansas State University Extension Service film on central meat packaging.

A retail work methods movie was produced. It was used by Kansas retail store supervisors for personnel training.

## **New Food Marketing Innovations**

In 1962-63, Sykes Trieb, working with Lew Norwood, FES, and Marvin Voltz, AMS, implemented the nation's first Centralized Fresh Meat Processing Plant at Topeka, Kansas.

### **Central Fresh Meat Processing—1962-63**

This was an unusual new innovation based on preliminary research conducted by USDA at a three store retail operation in New Hampshire.

Participants in this Extension demonstration included:

- Lou Falley, owner of Falley's, a seven store super market company.
- The Associated Grocers of Kansas City; a retailer owner cooperative servicing 850 stores in Missouri and Kansas.
- Marvin Voltz, Agricultural Marketing Service, USDA.
- Sy Trieb and Mildred Walker, Kansas Extension Service.

Lowell Mohler, State Board of Agriculture.

The Amalgamated Meat Cutters and Butchers Union of Kansas City.

### **Objectives of Central Meat Processing**

The objectives of the Central Processing Technique were:

- 1) To remove the labor intensive meat processing functions such as meat cutting, blocking, grinding, and packaging from each of the seven retail stores.
- 2) To show the value of a new modern central plant where more efficient teams of meat cutters, boners, and packagers could prepare the finished individual packages and transport them to each store in a refrigerated truck.
- 3) To base shipments on the stores needs. The higher-priced cuts could be shipped to selected stores and the variety cuts to other

stores based on specific demographics, and demand of each store's trade area.

- 4) To utilize more advanced sanitation, cutting methods and justify the investment in more automated equipment.
- 5) To free-up skilled meat cutters from the daily responsibility of meat cutting to concentrate their efforts at better serving their customers by providing meats cookery information.

### **Challenges to the System**

The experiment worked. But not without some degree of confrontation with the labor union.

Also, an extensive effort was required to improve the accuracy of demand analysis to better anticipate expected consumer demand for every cut of meat, at each store.

The plant opened with a weekly volume of \$25,000 and an annual savings of over \$100,000.

### **Success of the System—1988**

In 1988, the Falley Supermarket Company operated twenty-three stores, and had continued their central facility.

Volume had increased 20 fold, yet the plant only served stores in the primary trade area.

The system became a model for the installation of several central cutting facilities throughout the nation.

The most notable were the Boston based 176 store chain of Stop and Shop and the 125 store chain of Ralph's of Los Angeles, and King Soopers (Dillon), a 67 store chain in Denver.

### **Frozen Meat Distribution—1960's**

The central fresh meat packaging concept led to other innovations. Sykes Trieb and Harold Tuma, of the K-State Food Science Department, teamed up to conduct a Research-Extension project for the American Sheep Producers Council.

The new technology they tested was to centrally prepare lamb cuts, then use a rapid freezing methodology to preserve the natural meat color. Individual retail cuts of lamb were then shipped to selected stores to be sold as fresh frozen cuts.

Frozen turkeys were successfully being introduced to the market at this time, which offered competition for the project.

This project enjoyed limited success because the consumption of lamb in Kansas was typically only two or three pounds per capita per year.

However, it led to a much more valuable concept, that of merchandising red meats as frozen cuts and

doing the carcass breakdown at the first point of slaughter rather than shipping the carcass, or the quarters and bone to the retail supermarket.

### **Frozen Meat Distribution Systems—1960's**

This educational-research effort was "born" out of the innovations of the Central Fresh Meat work and the Frozen Lamb application.

Trieb and Tuma developed the team concept and enlisted the aid of fifteen companies and institutions to assist in the project.

These included the Transportation and Facilities Research Branch, Du Pont, American Can, Wilson Certified Foods, Hussmann Refrigeration, Foodarama Supermarkets, Wawa Food Markets and others.

The nation's first system of cutting, packaging and merchandising cryogenically frozen meats was established in cooperation with the Foodarama Supermarkets of Freehold, N.J.

The project tested consumer opinion, found that the product was consumer acceptable, and that the system was practical where management was able to negotiate with the labor unions.

Three years after the tests only two companies had implemented the system. The Blue Diamond Meat Company of Penns Grove, N.J., a restaurant supplier, and Ralph's Supermarkets of California. Monfort of Greeley, Colorado eventually adopted the system.

There was a big breakthrough throughout the nation, with firms adopting a mixture of some of the innovative methods first introduced by the central fresh and central frozen concepts.

Most notable among these were the Iowa Beef Packing Company, the High Plains Beef of Dodge City, and Excell Beef also of western Kansas.

During 1962, the Extension Retail Marketing Specialist worked closely with a six-store multiple unit in Topeka, to plan and establish a central meat packaging and distribution plant.

That plant was an innovation, as it was the first high-volume fresh meat packaging and distribution center in the United States.

The technique of central meat packaging and distribution gave greater carcass utilization through market preference. A higher dollar yield per carcass was realized by cutting losses on low demand items.

Further savings were possible by central cutting, better inventory control, standardizing work methods,

improving merchandising, greater labor productivity, reducing handling, and greater availability and selection of preferred cuts of meat.

The annual savings to the company were estimated at \$35,000.

Plans were made between the Kansas Extension Service, the Federal Extension Service, and the USDA Agricultural Marketing Service to produce a documentary film to be used in extending the results of the centralized meat packaging installation throughout the country.

#### **Operational Efficiency Study—1960's**

An operational efficiency study of management work methods and layout was conducted for a cafe-

ria in Topeka. The owner-manager was on the Food Distribution Advisory Committee, USDA.

Recommendations included remodeling the cafeteria. Adoption of the recommendations resulted in labor saving equivalent to two-man-years or \$10,400 per year.

An educational movie film was prepared in 1963, in cooperation with the National Restaurant Association and the Kansas Restaurant Association. It describing the changes made and the resulting increases in efficiency.

The film was made available to be used for training personnel in the restaurant industry.

## **Marketing Information for Consumers**

Marketing Information for Consumers was added to the marketing program on September 1, 1961, when Mildred Walker was transferred to marketing from the Department of Extension Home Economics.

The objectives for consumer information in the marketing program were:

- 1) Increase knowledge of cuts and quality of meat.
- 2) Increase understanding of production, marketing and consumer cost of meat.
- 3) Increase ability to use various cuts of meat.
- 4) Encourage the adoption of grades, standards and use in achieving more rational consumer purchasing practices.
- 5) Increase knowledge of comparative food cost.
- 6) Increase knowledge of seasonal foods and supply of such foods.
- 7) Increase knowledge of various qualities of foods and their uses.
- 8) Encourage adoption of use of comparative food cost, seasonal food and supply and quality.
- 9) Increase knowledge of functions performed by the marketing industry, and the costs involved in the marketing of food products.
- 10) Encourage interpretation and utilization of marketing information.

Walker continued a program of training Agents and leaders on how to use the various cuts of meat and how to compare values of the cuts in the market.

Timely information on availability of fruits and vegetables, costs and uses, was given in radio programs and printed leaflets, distributed by Extension Home Economics Agents. Materials for newspaper use were regularly prepared.

Walker also worked with the Extension Retail Marketing Specialist in his studies of food markets.

#### **Be Wise With Food Buys**

**Be Wise With Food Buys** was a publication that went to each County Extension office in Kansas. Topics ranged from how to choose quality products, to how to plan ahead to make the most of the food dollars available, to how to compare the cost of buying foods in different forms.

County Extension agents received enough **Be Wise With Food Buys** to send one to each Extension Home Economics Unit in their county. They were also used in local newspapers. If a county missed a copy, they let it be known.

Later, **What's Happening in Your Food Market**, informed consumers of changes such as use of computers for scanning for more efficiency. Comments indicated that the information helped people understand changes and eliminate suspicion.

#### **Best Food Buys**

"Best Food Buys" was a radio taping service. Each week five radio spots were offered to radio stations in Kansas. Tapes were mailed to approximately 30 stations in the state, and also out of the state.

Topics covered included plentiful foods, good seasonal buys, how to buy foods, and knowing about quality of fresh foods.

The number of radio stations taking the American Marketing Association service continued at about 30 through the many years the service was offered, indicating the strength of listenership.

Comments heard from the listeners indicated they had heard the message and had become aware of good buys.

### **Food Buying**

Program material was designed to help consumers learn to buy food more efficiently by planning ahead, understanding qualities for the purpose intended, comparing various forms of foods for price, and using seasonal fresh foods in good supply.

Material was prepared so that County Extension Agents and Extension Specialists could use it for organized group programs, public meetings, or to train leaders to present the information to their organized groups.

There were many requests for more of this kind of information. In an evaluation a woman said, "I came to this meeting prepared to be bored. I've been food shopping all my life." She felt she had learned much more than anticipated.

### **Boning /Rolling a Turkey**

Prime objectives of this program were:

- 1) Learners will buy and use more turkey with new ideas for using the big birds.
- 2) Greater satisfaction with quality of turkey as the people learn about grades and visual quality.
- 3) Shoppers to save money when buying turkey

by comparing prices of whole turkeys with convenience items.

One of the Extension Foods Specialists in Extension Home Economics assisted with the program. She prepared dishes including turkey meat. The audience tasted the food and received the recipes.

The Extension Consumer Marketing Specialist taught information about turkey quality and explained about grades. She compared prices of convenience items with boning and rolling a turkey in the kitchen and she showed how to do it.

The two Extension Specialists were requested in almost all of the counties in Kansas. It was a very popular program. Years later people were still heard to comment that they were boning and rolling turkeys at home and saving money.

### **Potpourri of Fruit**

The main program objectives were:

- 1) How to choose fruits from the market.
- 2) New ways to use some of the fruits.
- 3) How to care for fruits at home.
- 4) Ways to increase the use of fruits.

The program was divided into three parts; fruits of the tropics, fruits of the temperate zone, and native wild fruits of Kansas.

Slides and tapes were included with a script, with suggestions of activities to help leaders pre-sent the information to a group.

The slides and tape could also be used by an individual wanting the information. The information was extensively used by many counties in many different ways, mostly with groups.

## **Outlook Information.**

Presenting economic information in public meetings was a part of the Kansas State University Extension programs since its beginning.

The December 5, 1868 issue of the Manhattan Standard referred to, "A lecture on economy on the farm, by Professor Houghman at a meeting of the Union Agricultural Society in the County Hall at Manhattan, Kansas."

### **Kansas Agricultural Situation--1924**

The Kansas Agricultural Situation, a monthly publication, was developed and first written by the

Department of Agricultural Economics in 1924.

It was used to disseminate marketing news and price trends to cooperating farmers from October 1, 1924 to August 31, 1928, while E. A. Stokdyk was Extension Marketing Specialist.

### **Kansas Agricultural Outlook—1930**

The first Kansas Agricultural Outlook was prepared in February, 1930, as a yearly publication under the supervision of George A. Montgomery, Extension Marketing Specialist.

It covered the long-range outlook for agricultural commodities, since the Kansas Agricultural Situation dealt with short-term marketing information and had been prepared and distributed monthly since June, 1924.

Quotations from the foreword in the first issue of the Kansas Agricultural Outlook told how the publication was established and how it was expected to be used:

The purpose of the Kansas Agricultural Outlook is to furnish the farmer with INFORMATION AND FACTS that will help him PLAN his production program for commodities which he will sell in the next year or two.

It is not intended to give information relative to marketing for the next few months.

That information is issued monthly in the Kansas Agricultural Situation, and may be acquired by applying to either your County Agent or the Extension Division, or the Department of Agricultural Economics at the Kansas State Agricultural College.

In speaking of the importance of the Outlook Report the Federal Farm Board says in part: "Improved farm income requires planned production.

In spite of all that nature does, a large responsibility for farm out-put rests with the farmers themselves. The surest way to control an oppressive surplus is to prevent it.

The day is past when farmers can safely plan on the basis of current or last year's prices, or on guesses about the future.

Planting and breeding operations should rest on the best possible size-up of the market outlook at home and abroad for a year or more to come.

Such an appraisal is given in this outlook report. It does not tell each farmer what to do. But it furnishes information that no farmer can get by himself and that each farmer ought to take into account in planning his own operations."

### **District Outlook Meetings—1936**

By 1936, the preparation and dissemination of outlook information had progressed to the district meeting stage.

Two series of district meetings were held in Kansas in 1936, one in January and the other in August.

Extension Specialists in Farm Management and faculty in the Department of Agricultural Economics cooperated on the meetings. They were attended by County Extension Agents and leaders who later

conducted one or more outlook meetings in their counties.

During the next few years district outlook conferences were developed into two-day schools for Extension personnel only.

In 1949 these were changed to one-day schools and held in October each year. Printed material was made available for reference and study.

Only highlights of the general and commodity situation were discussed by Extension Specialists. All field personnel, men and women, participated in the district outlook schools.

### **Weekly Market Comments—1930**

Another Outlook Information document that was published beginning in the early years of the farm management associations (about 1930) was the Weekly Market Comments.

This was a single sheet of information, usually dealing with only one commodity, or phase of one commodity, and designed to provide farm management association members something generally not available to the public.

It was distributed to Association members with the weekly letter prepared by the Fieldmen of each association.

Staff members of the Department of Agricultural Economics contributed freely to the preparation of the Weekly Market Comments statement.

### **Marketing Information—1959**

"Agricultural Marketing and Outlook Information" or for short, "Marketing Information" was the name given a sub-project in marketing, established early in 1959.

That program was headed by Leonard Schruben, appointed half-time in Extension and half-time in research, with the assistance of Kenneth Jameson, half-time assistant in Marketing Information from December 1, 1958 to August 31, 1959; Donald Bigge, half-time from December 12, 1959 to August 31, 1960; Hugh McDonald from September 1, 1960 to June 30, 1962; and Robert Jones and Ruth Clifton, employed by the Experiment Station.

Dr. Schruben returned to full time research work June 30, 1961.

Hugh McDonald was then given responsibility for the program. McDonald was transferred to the position of Extension Grain Marketing Specialist, July 1, 1962.

Quentin Banks was employed August 1, 1962 to head the program in marketing information.

The marketing information staff developed a program to:

- 1) Assemble and monitor market and economic reports in order to have them conveniently available for reference use by other staff members.
- 2) Prepare written material dealing with outlook and market information (in 1959, information for the Kansas Agricultural Situation and the Kansas Market Comments).
- 3) Provide visual aids to State and County staff and assist in preparation of outlook presentations by those staff members.
- 4) Write press releases.
- 5) Prepare material for television presentations.
- 6) Conduct weekly market reports over radio station KSAC.
- 7) Supply background information to County Extension staff.

#### ***Kansas Agricultural Situation Revised—1959***

In May, 1959, the Kansas Agricultural Situation underwent a "face-lifting."

It was changed from a four-page leaflet to a four or eight-page popular publication, nine by twelve inches in size, printed in larger type, filled with photographs and chart illustrations, and made available to the public through subscriptions paid for by local businesses.

The mailing list began at zero and grew to 15,000 within a few months.

Subscriptions were handled by County Extension Agents who gave approval to all names submitted for the mailing list.

In 1960, the publication was judged one of the three top publications of its kind in the United States.

The 1960 October issue featured "Blue Print for Tomorrow" and was widely used for promoting the Rural Area Development program.

The Kansas Agricultural Situation was quoted widely by the mass media. Some newspapers, and radio and television stations asked for and were supplied with special market information.

The marketing information office also compiled data in a readily available and useful form for Extension and Experiment Station staff.

#### **Economic Outlook Emphasis—1965-66**

In 1965, in light of the increasing importance of

economic information for decision making by those involved in agriculture, an all-out effort was made to saturate the state with outlook information in September and October of that year.

Kansas State Extension Economists from the central office, with Extension Economists from each of the Farm Management Associations, participated in a summer outlook meeting.

Other participants were economists from the Western and Great Plains States, and representatives from the Economic Research Service of the United States Department of Agriculture.

After this meeting, outlook statements were prepared by commodity marketing Specialists and other economists, and published by the Extension Service.

After the materials were presented to the county and district Extension staff, a series of 80 public meetings were held.

Each meeting was in a different county. Ten counties held joint meetings, so a total of 90 of the 105 counties participated in the meetings. Over 4,000 persons attended.

A state-wide, county-by-county, fall outlook program was planned, organized, promoted, and held in 91 Kansas counties. This was the second year for this intensified market information program.

#### **Objectives of Outlook Program—1966**

The major objectives were:

- 1) To provide in-depth training for all County Extension Agents in market information, analyses, and interpretation of short and long-run economic trends and projections.
- 2) To make available handbooks, summaries, visual materials, and printed charts for ready reference by County Extension Agents and Extension Specialists when counseling with producers, and marketing and supply firms.
- 3) To provide long-run background market information for bringing about adjustments in crop and livestock production to meet future needs and short-run market information to modify existing production programs.
- 4) To provide background market information for preparing popular news releases for dissemination to all people in Kansas.

#### **Outlook Program—1966**

This program was the result of a long-time training and information dissemination program on the economic outlook.

Before 1964, the Extension Commodity Marketing Specialist prepared and presented commodity outlook statements without adapting the information to farm management decision-making.

Extension Farm Management Specialists and Extension Marketing Specialists then became involved in three aspects of the program:

- 1) Preparing and localizing information to geographic areas and conditions.
- 2) Adapting market information to crop and livestock production programs.
- 3) Presenting the market information to county farm firm managers.

The Extension Marketing Specialists and Farm Management Specialists combined their efforts to develop and present market information.

The intensified market information was developed at the request of county Extension Agents.

They desired an intensive outlook effort during August and September, at a time when farm managers were planning their future crops and livestock programs.

This intensified approach was also taken to cut down on the number of county requests for holding outlook meetings throughout the year.

#### **In-Depth Agent Training—1966**

In-depth agent training meetings were held for all County Extension Agents. The subject matter presented was divided into sessions on the general economic situation, consumer outlook, and wholesale/retail food outlook.

The men's section covered commodities and farm management application. The women's section covered consumer credit and diets for low income families.

#### **Husband/Wife Events**

Ninety-one county market information meetings were organized, planned, and held by County Agricultural Extension Agents.

An Extension Farm Management Specialist and a Marketing Specialist made up a team that served as the speakers for the county event.

Each team held from five to ten county meetings within a two week period.

The most successful meetings were in counties where the County Agricultural Extension Agent, the Extension Home Economics Agent, and the team of Extension Specialists, made presentations to an audience made up of men and women; with a

varied program and where both husband and wife were invited to attend.

#### **Television Special—1969**

"Outlook '69," a one-hour TV special, was developed by KSU Extension Specialists and taped by KARD-TV, Wichita.

This was aired at noon on Saturday September 7, over Central and Western Kansas by KARD-TV and its affiliate stations, and over Northeastern, North Central, and Eastern Kansas by WIBW-TV, Topeka.

Southeastern viewers saw the same program on October 19 from KOAM-TV, Pittsburg.

This was the first attempt in Kansas to disseminate outlook information on a massive scale via TV.

An intensive advance publicity campaign alerted the potential audience to the where, when, and what of the program. Thus it was designed for both wide and intensive viewing.

Mail-in responses from over 300 selected viewers indicated that the program was seen in all 105 Kansas counties. Several Extension Agents indicated that large numbers of cooperators talked about the TV show.

Some viewers at county educational meetings three or four months later referred to information presented on the September show.

The response of County Extension Agents, the mass media, and the general agricultural public to this method of presenting outlook information was good. It reached a wider audience than could be reached by the formerly used county meeting method.

Other advantages included costs that were a small fraction of previous expenses in terms of staff days and travel expenses, and television had a fresh new appeal as an Extension teaching method.

On the basis of response to the "Outlook '69" television program, there were plans to continue use of this method. It appeared that this was a way to reach additional thousands of interested viewers on future programs.

Extension personnel participating in the television outlook program were Lowell Kuehn, TV producer; Jack Richards, discussing the general economic outlook; Robert Coppersmith, livestock outlook; Don Pretzer, wheat and feed grain outlook; and Wilton Thomas, management of the farm business.

### **Outlook—1970-71**

A unique program was produced and presented in September, 1971. It was an hour-long program entitled "Outlook 70-71." This was the third year this program had been presented.

Four KSU Extension Economists presented current and future information on general situations as

related to farm management, livestock marketing, and grain marketing in Kansas.

The program was well promoted through County Extension personnel and received an exceptional response.

The program was video taped, so it was shown on stations other than in Wichita. It was shown in Topeka, Pittsburg, and Kearney, Nebraska.

## **Marketing in 4-H Clubs**

Presentation of marketing information is also aimed at a 4-H Youth audience.

### **Marketing Lessons for 4-H—1934**

The first series of cooperative marketing lessons for 4-H Club members was in 1934.

A trip to the International Livestock, Hay and Grain Show at Chicago was made available for the outstanding 4-H boy and 4-H girl by the Farmers' National Grain Corporation.

Lessons on marketing and cooperative principles were prepared, made available, and assistance given at summer camps.

### **Other 4-H Marketing Programs—1935**

Additional 4-H Club activities in marketing were undertaken in 1935. Two scholarships of \$150 each were made available to the outstanding 4-H boy and girl by the Farmers' National Grain Corporation.

A state-wide school was held in cooperation with the 4-H Conservation Camp in the 4-H Building at the Kansas State Fair grounds in Hutchinson.

That school was made possible by donations from regional cooperatives. In some instances local cooperatives furnished transportation.

The Consumers' Cooperative Association, North Kansas City, Missouri, gave \$100 to be used as prizes in the contest.

This program continued in 1936 with Junior 4-H Club leaders. Fifty-two members and leaders from 27 counties attended the 4-H School of Cooperation.

### **Marketing and 4-H Projects—1940's-50's**

4-H Club members were given economic outlook information and encouragement to select projects each year with the economic outlook in mind.

Assistance was given in marketing livestock projects, as recorded in the Livestock Marketing section of this document.

Extension Marketing Specialists also assisted with the preparation and judging of demonstrations, supplied material for project talks, and helped with the overall 4-H Club program.

They organized and managed district 4-H Club Wheat Shows held at Colby, Wichita and Topeka.

In 1959 4-H members studied marketing methods and procedures. Awards were made available for outstanding work accomplished in the marketing activity.

## **Marketing Program with Formula Feed Manufacturers**

*(Editor's Note: The Extension work in Marketing for Formula Feed Manufacturers that started in Agricultural Economics soon expanded into a separate Extension section of Grain Science. For the purpose of continuity and clarity of understanding, comments about this early work is carried in this chapter, and in Chapter 19, Grain Science.)*

A marketing program with formula feed manufacturers was developed as the result of a contract between Kansas State University and The United

States Department of Agriculture (Federal Extension Service) approved May 11, 1959. Authority for the contract was vested in the Research and Marketing Act of 1946, Public Law 733.

The sum of \$60,000 was paid by USDA to Kansas State University, \$20,000 upon execution of the contract and the balance as the program progressed.

The program was completed within two and one-half years.

The need for such a program was stated in the contract as follows:

WHEREAS, the processing of formula feeds is an important and large marketing industry using grain, grain mill products, soybean, cottonseed and linseed meal, corn and barley distillery by-products, other agricultural products and by-products, and

WHEREAS, the volume of formula feed processed has increased to about thirty-seven million tons in 1958 and the indications are that the volume will continue to increase, and

WHEREAS, the formula feed industry is constantly seeking to develop new products or processes to improve quality specifications of feed materials and increase operating efficiency in preparing these formula feeds, and

WHEREAS, new developments in the technology of feed formulation and processing operations rapidly resulting from research at the U. S. Department of Agriculture, the Agricultural Experiment stations, and within the industry, and

WHEREAS, there does not exist at the present time adequate means for training personnel in firms processing formula feeds in the use of these research results commensurate with available knowledge and information on improvements in this field, and

WHEREAS, facilitating the rapid adoption of research results by the formula feed industry will contribute substantially to continued improvement in the quality of formula feeds marketed and in the efficiency of the firm operations thus benefiting producers of feed ingredients, the formula feed processing industry, and those purchasing the feeds, and

WHEREAS, the needed training programs will be facilitated by the development of educational information and demonstrational materials and by the development of training methods and techniques for use with the formula feed industry, and

WHEREAS, training programs, materials and methods prepared in one state, will be useful to many other states having these types of industries, and

WHEREAS, methods of conducting this type of educational work in one state will be useful in conducting similar work in other states...

The contract further included recognition that Kansas State University "is staffed with technologists, engineers, and Marketing Specialists who are specializing in research and educational problems,

and maintains facilities for assembling, developing and teaching formula feed processing educational information and materials, and is, therefore, in a position to undertake, perform, and complete the educational project provided for... in the contract."

### **Formula Feed Program**

The program was designed to be implemented in three phases, as follows:

1. Make an inventory of research, clientele, and their problems.
  - a) USDA research results, experiment stations and within the trade.
  - b) Potential clientele, firms throughout the country who are involved in processing formula feeds, educational and training needs of key personnel.
  - c) Problems as expressed by key personnel.
2. Develop and test materials and procedures.
  - a) Based on the information obtained in Phase I develop a pilot Extension program designed to take to the formula feed processing industry of a state, the selected research information which will be of greatest economic benefit to the industry.
  - b) Methods and procedures will be tested including bulletin-type publications, newsletter-type publications, meetings, tours, demonstrations, exhibits, short courses, visual aids and individual contacts with feed firms.
  - c) Conduct an educational program within Kansas to test the materials prepared to be used in an educational program.
  - d) After testing the tentative materials and reviewing them with the project advisory committee, perfect the techniques and materials to the best form for general use by state Extension personnel.
3. Train state Extension personnel in use of the materials.
  - a) Organize and conduct a workshop utilizing the materials, methods, and techniques developed.

The workshop will be available for Extension personnel in other states who are responsible for formula feed industry educational work.

Robert Schoeff was employed as Extension Specialist, Marketing and Utilization of Formula Feeds on May 23, 1960, to serve as leader of the project. He was formerly employed as Director of

Market Research for the Central Soya Company at Fort Wayne, Indiana.

### **Phase I**

Richard Baker was employed August 17, 1959, and started Phase I of the program before Robert Schoeff was appointed.

### **Formula Feeds Advisory Committee**

An Advisory Committee was selected from a list of persons suggested by the industry. The committee consisted of:

#### **Industry Representatives:**

American Feed Manufacturers Association, Chicago—

John D'Arcy, Jr., Vice President, Quaker Oats Company, Chicago.

W. E. Glennon, President, American Feed Manufacturers Association, Chicago.

James C. North, President, Nutrena Mills, Minneapolis.

Grain Processing Equipment Manufacturers Association, New York—

George F. Thomas, President, Prater Pulverizer Company, Chicago.

Midwest Feed Manufacturers' Association, Kansas City—

Larry Alley, Vice President, Pay Way Feed Mills, Inc., Kansas City.

Lloyd Larson, Executive Vice President, Midwest Feed Manufacturers' Association, Kansas City.

At Large—

John F. Heimovics, Weitz-Hettelsater Engineers, Kansas City.

Maurice Johnson, Vice President, Spencer Kellogg & Sons, Inc., Kansas City.

### **Kansas State University Representatives:**

Glenn H. Beck, Director, Agricultural Experiment Station.

Harold Jones, Director, Division of Extension.

John Shellenberger, Head, Department of Flour and Feed Milling Industries.

Arthur Weber, Dean of Agriculture.

C. Peairs Wilson, Director, School of Agriculture.

The advisory committee met in Manhattan, Kansas, January 5 and 6, 1961 to review the progress of the project to date and to make suggestions for continuance.

The committee's appraisal of the progress of the program under Phase I was favorable.

### **Phase II**

Phase II was outlined to include the following:

- 1) Develop an accurate description of the feed industry; for industry use and for public relations.
- 2) Develop an educational program in plant feasibility, work simplification, management, and long-range planning including decision-making process and accounting procedures, personnel training including a short course for production personnel, and basic communications.
- 3) Help manufacturers and dealers improve their customer services by a) grain-bank approach, b) credit, c) bulk delivery, and d) grind-and-mix service and charges.
- 4) Test use of County Agricultural Extension Agents in formula feed work.

### **Formula Feed Plant Studies—1961**

During 1961, the Extension Specialists worked intensively with three formula feed firms on plant feasibility studies and consulted several others. Material was accumulated for two plant feasibility workshops.

A feasibility check-list developed by the Extension Specialists was given wide acclaim by the feed industry as a usable tool in feasibility planning.

The two workshops were held at Salina and Garden City. Major topics discussed were:

- 1) Faster service, greater capacity—through mill lay-out and design.
- 2) Quality control—how and why.
- 3) Improving work methods.
- 4) Fire and dust control.

### **Protein in Sorghum Project—1961**

The Extension Specialists conducted a special project on the protein content of 1961 sorghum grain. The survey showed that the protein content of the 1961 crop varied from six percent to nearly fourteen percent.

Other activities of the Extension Formula Feed Specialists included:

- 1) Work with individual County Extension Agents, visitors from feed firms from state, national, and international levels.
- 2) Presentation of a department seminar.
- 3) Development of feed guide.

- 4) Correlation with other Extension Specialists in presenting communications training.

### **Formula Feed Program Review—1962**

On March 27, 1962, the Formula Feed Advisory Committee met to again review progress on the program.

The Extension Specialists' report stated:

- 1) Three regional workshops for Extension personnel who had responsibilities with formula feeds were held during June in Manhattan, Kansas; Athens, Georgia and Newark, New Jersey. Representatives of several feed manufacturers also attended.

A total of 98 persons from 30 states participated. Visual aids of various kinds were used in the discussions in order that other Specialists could observe their use.

- 2) About 12 states appeared to have the manpower and interest to initiate an Extension program with the feed industry during the year ahead. Members of the Advisory Committee and Paul Mohn of the Federal Extension Service will give follow up to the work-

shops. Oklahoma and Nebraska have already started a program.

- 3) Guide for an Extension Program with the Formula Feed Industry was the title of a handbook used in the workshops and made available to the industry and state Extension Services.
- 4) A bibliography of feed publications was compiled and distributed.

The experimental formula feed educational program created an awareness and better understanding among university and industry personnel and others of the formula feed industry.

The program pointed the way for other states to work with the feed industry. Also, it helped focus the industry's attention on Kansas State University's Flour and Feed Milling Industries Department that offered the only Feed Technology degree in the world.

The experimental educational program with the Formula Feed Industry was brought to a successful conclusion August 11, 1962.

## **Organize Formula Feed State Project**

Based on its success, the project Advisory Committee recommended that Kansas State University make Formula Feed Extension a part of its regular Extension program.

Extension Director Harold Jones made this statement:

The educational program in Formula Feed has been successful from every standpoint, and will be continued on a permanent basis. I am sure our farmers within Kansas will benefit from the program because a more efficient feed industry means lower costs to the farmer.

### **Kansas Formula Feed Resolution—1962**

The Kansas Formula Feed manufacturers adopted a resolution which noted that the Formula Feed Extension Program had already proved to be very valuable to the feed industry of Kansas and to the economic development of the state.

They recommended the continuation of the program as a valuable support for an important state industry serving tomorrow's producers of meat, milk and eggs in Kansas.

### **Formula Feed Project Summary—1962**

This experimental project was financed by a

\$60,000 Federal grant, a state appropriation of \$20,000, and a \$10,000 grant for AMA (Agricultural Marketing Administration) funds annually.

Two full time Extension Specialists, Robert Schoeff and Carl Stevens, were assigned the responsibility of maintaining the program developed in the experimental program, and expanding it in Kansas.

A nine-man Feed Technology Advisory Committee was formed in November, 1962, by the Dean of Agriculture, Glenn Beck.

The committee was to advise the head of the Department of Flour and Feed Milling Industries on teaching, research and Extension activities.

The advisory committee approved these objectives:

- 1) Develop and present accurate description of the feed industry.
- 2) Develop educational programs in plant feasibility, work simplification, management, long-range planning, and training of production personnel.
- 3) Help manufacturers and dealers improve their customer service.
- 4) Test the use of County Extension Agents

in Formula Feed Extension work.

During 1962, the following accomplishments were credited to the Formula Feed Program, as conducted by the Extension Specialists, with the cooperation of other Extension Marketing Specialists and research personnel:

- 1) Prepared a comprehensive description of the formula feed industry (past, present, future).
- 2) Developed educational programs in plant feasibility, work simplification, management, long-range planning, and training of production personnel.
- 3) Helped manufacturers and dealers improve their customer service.
- 4) Tested the use of County Extension Agents in Formula Feed Extension work.
- 5) Conducted two feed plant feasibility workshops for managers considering remodeling or building custom feed mills. Sixty managers and owners of retail feed businesses plus representatives of major feed manufacturers, equipment manufacturers, engineering firms, and construction firms attended.
- 6) Conducted two annual management conferences jointly with Extension Grain Marketing Specialists for top management of grain and feed firms with about 60 persons attending each conference.
- 7) Held two feed mill operations workshops for managers and key employees of custom feed mills. Each workshop consisted of two evening sessions. Instruction was given in how to improve the mill layout, materials handling, quality control, work methods, and the importance of eliminating fire and dust explosion hazards. A total of 115 persons attended the two Extension meetings.
- 8) Assisted five feed firms in making plant feasibility studies. Problems encountered ranged from a minor change in the flow plan to building a new custom feed mill to replace old and inefficient facilities.

## Marketing and Business Management

The Research and Marketing Act funds of the late 1940's and early 1950's, along with the Agricultural Marketing Act funds of the early 1960's, provided a solid financial base for the growth and development of a commodity, clientele, and functional oriented approach to the broad field of marketing and agricultural business management.

### Extension Information Specialist—1966

The Department of Agricultural Economics became the first department at KSU to employ an Extension Information Specialist.

It is believed to be the first department within the Land Grant University system nationally to do so. This occurred in October, 1966, with the employment of Gary Vacin in that position.

The primary responsibility of the Extension Information Specialist in Agricultural Economics was to report and interpret the results of Extension pro-

grams and research conducted by the Agricultural Economics faculty.

The information was to be disseminated to the public through mass media, primarily the print media. The Information Specialist's time initially was split evenly in the three areas of community resource development, farm management, and marketing.

He concentrated his effort on writing articles for newspapers, primarily the dailies, and the farm press. Primary farm press outlets were the Kansas Farmer, High Plains Journal, and Grass and Grain. Regional and national outlets included Successful Farming, Farm Journal, Beef, Hog Farm Management, and many others.

The print media, particularly the farm press, was extremely receptive to articles that interpreted agricultural economics in a way that was understandable to farm and non-farm audiences.

## Agricultural Update Courses

The Young Farmers' Short Course was coordinated by Wilton Thomas and involved every faculty member in Extension Economics. It was called AGECEC 101, Short Course in Agricultural Economics, 2 credits, taught in January and February 1981, 1982 and 1983.

Approximately 32 young farmers signed up for the course each year. Students were high school graduates who managed their own farms or farmed with relatives. Classes started late in the morning and ended in early afternoon.

Approximately 32 young farmers signed up for the course each year. Students were high school graduates who managed their own farms or farmed with relatives. Classes started late in the morning and ended in early afternoon.

Each department in the College of Agriculture also taught a two credit course for students in the Young Farmers' Shortcourse. Students were required to sign up for the entire package of courses. Subject matter taught in each course was left to the department.

Other departments of Agricultural Economics offered lecture material in farm management, grain marketing, livestock marketing, policy, tax and estate planning.

In lieu of a textbook, all the instructors combined their materials and printed a workbook. The course carried college credit on a pass/fail basis. It was offered for three years, 1981-83, and was then dropped from the catalogue.

#### **Evening Telenet Course—1984**

In 1984, Mike Sands and John Schlender started a telenet course during the spring semester, after the short course was dropped. It was AGEC 541, Agricultural Economics Seminar.

The course was taught every Wednesday evening on the Regents Telenet System from 7:00 to 10:00 p.m., on a credit or non-credit basis.

Most participants were farmers taking the course on a non-credit basis. However, several people (primarily high school vocational education teachers) took the course for credit.

#### **Accounting and Analysis Course**

The Farm Management Accounting and Analysis Telenet course was a basic course in farm record keeping.

The first half was an intensive shortcourse on the entering of receipts and expenses; recording of inventories of livestock, crops, feeds and supplies; and entering livestock and crop production information.

Use of the records for management purposes was emphasized in the last part of the course.

Basic records data were then analyzed for management information, including production information, cash flow, an income statement, balance sheet information and general farm business analysis information.

The course was offered for graduate and undergraduate credit, and as a non-credit Extension course. Total enrollment in the four-year period was 440 students.

Seventy-two were graduates, 65 undergraduate and 303 non-credit students.

## **Update Through Telenet—1981**

In September, 1981, Extension Economics established the monthly Telenet outlook program. Initially this program was designed to be a combination outlook information program and an economics education program.

After 1981, the program underwent several changes. In 1988, the program addressed many farm management topics (crop insurance, government programs, livestock profitability, and tax planning). The core of the program continued to be commodity outlook and marketing.

The KSU monthly Telenet outlook (now Ag Update) was the first monthly Telenet meeting offered by Extension Specialists in the United States. It served as a model for programs in other states.

During its first two years, the program featured Mike Sands (livestock), Don Pretzer (farm management) and Orlen Gruenwald (crops). These

presenters were replaced by Jim Mintert (livestock), Art Barnaby (farm management) and Bill Tierney (crops).

#### **Multi Specialist Programs**

The concept of having three Extension Specialists, a Grain Marketing Specialist, a Livestock Marketing Specialist, and a Farm Management Specialist for the monthly telenet outlook program was maintained from its inception.

However, the Farm Management Specialist was rotated off during some months so that Specialists from other fields could be added.

The program featured presentations by agronomists, animal scientists, climatologists, and marketing Specialists from other states.

Area Extension Economics staff also made important contributions to the program, in areas of livestock budgeting and dairy program analysis.

### **Ag Update Format**

The telenet programs were interactive. The audience had an opportunity to ask questions of the presenters and to bring up other issues.

A 40-60 page booklet was distributed to each participant. The booklet contained material on supply/demand data, futures and cash charts, livestock budgets, and government program compliance worksheets.

Surveys of program participants found that 90 per cent of them took these booklets home with them and used them as a reference.

The Ag Update programs were offered 6-9 times each year, typically during the fall through the spring months. By 1988, the program was available at over sixty locations around the state.

### **Update Participation—1984-88**

Over the five year period from 1984 through 1988, average attendance at each program was 380 people. Most of them were full-time farmers and ranchers.

On an average, these operators managed farms with over 1,180 acres of cropland in 1988. About forty percent also ran cattle. They had an average cowherd of 80 head and backgrounded over 300 head.

No fee or subscription was charged for Ag Update conferences but over two-thirds of the participants indicated they would be willing to pay \$3 or more to attend.

When asked to indicate how helpful they found the program, the average response on a scale of 10 [1, least helpful, to 10, most helpful] was 7.6.

More importantly, two-thirds of the participants indicated that they developed a marketing plan for their farm resulting in an average gain in gross

marketing receipts of 6.5 per cent for crops and 3 per cent for livestock.

All participants who reported having a marketing plan felt that helped them do a better job of managing their farm operation, regardless of the prices they received for their crops and livestock.

### **Hedging Schools—1971-80**

The forerunner of Hedging Schools was a series of market information schools. From them it became clear that the real need was for a series of in-depth workshops on hedging. Roy Frederick began the Hedging Schools in the winter of 1972-73 and continued them until 1980.

Hedging Schools were built around a Futures Market Handbook, intended to be used in conjunction with a four-session (two hours per session) school. The first part was an introduction to futures markets, followed by grain futures, livestock futures, and current applications.

As many as 40-50 Hedging Schools were held over the years, the first in Marion County. In some of the larger counties (Sedgwick, Shawnee, Harvey, etc.), the schools were held on a repeat basis for several years.

### **Grain Pricing/Contracting Schools—1970's**

In about 1975, another multi-session school called, "Grain Pricing and Contracting" was started. This was a three-session course. The "take" was not as good on this course, but 12-15 schools were held using a handbook similar to the one used for the futures course.

### **Weekly Newsletter**

In 1978 Roy Frederick introduced "Econ-O-Briefs" as a weekly newsletter to County Extension Agents for their use in subject matter areas of public policy and marketing.

## **Producer Marketing Clubs (PMC)**

The first Marketing Club started in January, 1984, which developed the marketing club idea into a practical "learning by doing" educational program.

Farmers learned about alternative marketing strategies from educational programs and the practical part of marketing by pooling their money and actually buying and selling in the futures market.

The second and third marketing clubs were organized in February and March, 1984. Information was

shared at the 1984 Annual Conference with Extension Specialists and Agents throughout Kansas.

Eight additional clubs were started in the southeast area in 1985. From that time, the concept spread through Kansas and into several other states.

### **Coordinated Programming**

Producer Marketing Clubs (PMC's) served as an excellent example of an entire Extension Service

working together to provide an integrated, comprehensive and intensive educational program.

### **Scope of PMC's**

From their inception in 1984 through 1988, over 85 Marketing Clubs were formed in Kansas. In 1988, about 55 Marketing Clubs were operating, some in their third year.

Kansas State University also provided materials and assistance in forming Marketing Clubs in at least seven other states and Canada (New Mexico, Missouri, Ohio, Texas, Idaho, South Carolina and Montana).

Over 1,400 Kansas farmers and ranchers were members of Extension-sponsored Producer Marketing Clubs (PMC's). Most of these producers managed large commercial operations with an average annual gross sales of \$170,000. Approximately two-thirds of them reported substantial changes in their marketing practices because of their experiences in marketing clubs.

While marketing clubs are not unique in Kansas or to the 1980's, no state's Extension Service or other institution has organized, supported, and promoted this program with as much commitment or success.

Kansas Extension Agricultural Economists conducted a comprehensive marketing educational program for agricultural producers by pulling together a variety of educational resources and, utilizing local leadership.

### **Try Strategies**

A distinguishing aspect of the PMC program was that farmers were encouraged to "test-drive" selected marketing strategies by implementing small group hedges or forward contracts.

Futures positions taken were usually mini-contracts (1,000 bu. vs. 5,000 bu. for regular contracts) and the risk exposure on options was limited to the premiums paid.

While the actual trading of futures/options contracts was a noteworthy feature of the Kansas PMC Program, most of the club's time was devoted to mastering the basic skills of commodity risk management.

Sixty percent of the respondents to a survey of club members reported that they had a marketing plan for their farm and that these plans helped them do a better job of managing their whole farm enterprise.

### **PMC Features**

Kansas State University Extension chose to retain and even expand its traditional marketing education programs, but found a new way to organize its audience, as members of Producer Marketing Clubs.

The clubs were self-supporting, self-governing and, to some extent, a self-teaching collection of farm marketers. PMC's continued to be active through 1988, the term of this report.

Farmers in the clubs learned by "test marketing" limited quantities of commodities, thereby simulating the kinds of marketing strategies they might use on their own farms. Producer Marketing Clubs were actively supported by KSU Extension from 1984.

Typically, County Extension Agents organized the clubs in cooperation with one or more agribusiness leaders. The County Extension Agent, along with Area and State Extension Economists, supported club activities by providing leadership, formal instruction, market information and other support materials.

### **Consumer Information—1957**

A Marketing Information for Consumers, American Marketing Association, (AMA) project was initiated in 1957. In 1964, Mildred Walker was transferred from the Extension Home Economics to the Extension Marketing.

# PUBLIC POLICY

## Contents

<b>PUBLIC POLICY</b> .....	41	Propose Program on Taxes.....	43
<b>Contents (Public Policy)</b> .....	41	Specialist in Public Affairs—1971.....	43
<b>Public Policy Patterns</b> .....	41	Tax Program With Leaders.....	44
Public Policy Topics—1965.....	41	Public Affairs Education Process.....	44
Publish on Needs Basis—1966.....	41	Educational Program Accomplishments.....	45
Greenwood County Tax Workshops.....	41	Continuation of Public Policy Education.....	46
International Trade.....	42		
Bargaining Power for Farmers.....	42		
Land Returns/Price As Tax Base—1960's.....	42		
Task Force on Taxes.....	43		
Program on Tax Issues—1970.....	43		
Teachable Moment for Taxes—1970.....	43		

***Editor's Note:** In the beginning Public Affairs education was a joint responsibility of the Extension Agricultural Economics and Extension Programs and Training sections. For purposes of continuity and clarity of understanding, comments about this work is carried both in this chapter and in Chapter 23, Extension Programs & Training.*

## Public Policy Patterns

In 1965, Robert Bevins, Public Affairs Specialist, felt a need, as expressed by County Extension Agents, for a publication on a continuing basis to communicate current public affairs information.

Some County Extension Agents asked for a confidential letter, but the publication of confidential material seemed likely to be misunderstood.

Nevertheless, there was merit in being able to direct information to Agents which was not written as it would need to be were it to be used directly for press or radio purposes.

Yet, it was felt necessary to communicate to Agents the necessity for discretion in the use of the material contained in Policy Patterns.

This was accomplished by a statement at the end of the letter: "This material is intended primarily for internal communications. If you wish to use it for publication, we suggest you consider revising it to make it appropriate for that use."

### Public Policy Topics—1965

Policy Patterns were published in 1965. The topics were:

- Trade and Agriculture Products.
- Farm Action in Congress.
- Kansas Legislature.
- The U.S.D.A. Budget Gold.
- Proposed Farm Legislation.
- The President's Farm Program.
- Subsidies.
- Common Market Grain Prices.

- Migrant Labor.
- International Commodity Agreements.
- A Minimum Wage.
- Tapes for Discussion Groups.
- Kennedy Round.
- Great Plains Agriculture.
- Balance of Payments.
- Kansas Economic Development.
- 1966 Wheat Program.
- Farm Programs.

### Publish on Needs Basis—1966

Volume 2 of Policy Patterns was published in 1966. In Volume 1, it was indicated, "We plan to publish it on an average of once a month, but we have set no publication schedule, for we wish Policy Patterns to be a flexible means of transmitting news, observations, and views of policy interest to County Extension Workers." This policy continued.

### Greenwood County Tax Workshops

During the summer of 1965, the Greenwood County Agricultural Extension Agent indicated his interest in some public affairs seminars proposed by Robert Bevins, the Extension Specialist in Public Affairs. Early in the fall, the Agent and the Specialist met in the county with an advisory group of lay people.

Several interest areas were outlined as possibilities. After considerable deliberation, it was decided that meetings on public finance should be scheduled for the spring of 1966.

By working with the Agent, and by including the

areas of local concern as expressed by the advisory group, the Public Affairs Specialist developed a four-evening seminar series—each seminar a week apart.

In the first evening session the presentation and group discussion was built around the Plains' setting, and the implications for public finance.

The second program centered on Kansas and local taxing and spending trends. For comparison, data from other states in the Great Plains were used.

Tax criteria and an evaluation of how the most important types of taxes met the criteria were considered at the third evening program.

The format for the last evening was very different. A panel of a state tax official, a Kansas State University economics professor, a general farm organization legislative representative, and the county tax assessor was assembled.

The Public Affairs Specialist acted as moderator for the panel. Each panel member gave a short presentation on an area of public finance uniquely within his competence. Then there were questions from the floor for the remainder of the evening.

### **International Trade**

The Extension program in international trade in 1966 was basically one of materials preparation and distribution. Distribution continued of "World Trade—What Are the Issues?," and a home economics unit lesson guide, "The European Common Market," was produced.

Requests for these materials were so numerous that a form letter suggesting information sources to update the prepared materials was maintained and revised. Revision was done several times throughout the year as situations changed and new materials became available.

A bulletin on the principles relating to and the importance of international trade for Kansas, and its importance, was developed by the Extension Public Affairs Specialist. This was distributed to County Extension Agents and to interested individuals and organizations.

### **Bargaining Power for Farmers**

After many years of almost exclusive attention to production, farmers now saw that profitability of the farming operation was heavily dependent on the marketing system. Strengthening bargaining power was one attempt to improve marketing.

Until 1968, little information was available on this subject for Kansas farmers. In response to requests from County Extension Agents, agribusiness, and farm organizations, Extension Economists developed a bargaining power program. This included a publication, "Group Bargaining for Farmers," visual aids, and a one-day short course.

Anticipated economic benefits from such information was that farmers would waste less time in useless attempts at market improvement and concentrate more on solid economic programs.

This project stimulated Extension Economists to plan more in-depth short courses in the areas of:

- 1) Techniques of negotiations.
- 2) Demand analysis.
- 3) Market system and analysis.
- 4) Evaluation of economic impact of legislation and public policy measuring.

As a result of the bargaining power effort:

- 1) The Kansas Legislative Council sought ways to improve farm marketing legislation.
- 2) The Kansas Cooperative Council launched more farm bargaining activity.
- 3) A farm organization requested a short course for its leaders.
- 4) County Extension Agents held 28 meetings on farm bargaining.

### **Land Returns/Price as Tax Base—1960's**

Concern of farmers over increasing real estate taxes on agricultural land prompted the Kansas Farm Bureau to request the Economics Department at Kansas State University to study the problem.

A special committee of research and Extension economists decided that returns to land could be supplied best by using homogeneous type farms from the Extension Farm Management Association records. A ready source of current data was 3,500 members across the state.

Three types of farmers were selected for the study: ranchers with cowherds to show returns from Flint Hills grass; cash crop farmers over several areas of the state; and cash crop farmers with 100 percent irrigation in the southwestern area of Kansas.

The resulting publication was to be used by the Farm Bureau in discussing real estate taxes with legislators. But, as is the case with many

projects, the use and application of this information was anticipated to be much broader than the initial purpose.

The analysis, as published, was also used by state and district Extension Economists and by Farm Management Association fieldmen as they counseled with farmers about investments and how investments could affect existing farm operations.

In addition to tax implications, this study was expected to stimulate additional studies of alternative enterprises which could improve individual and total farm income.

### **Task Force on Taxes**

Initially, a Tax Task Force, made up of research and Extension personnel, made an intensive study of the tax issues and principles of taxation. Data and other factual information were gathered and made available to leaders.

A series of 36 tables of Kansas and U.S. data was assembled. In addition, data were assembled for each of 105 counties, showing such information as Total Rural Property Tax, Total Urban Property Tax, Total Tangible Tax, Average Rate of Levy in Mills, etc.

Research projects were suggested and initiated by the Tax Task Force. One research project involved sampling of tax returns submitted to the State Department of Revenue to determine the total taxes paid (state and federal income tax, property tax, sales tax, etc.) by professional groups.

Another involved the variation in tax bases between counties. It showed the percent of sales tax and income tax that would be necessary to replace specified reductions in property taxes in each county.

### **Program on Tax Issues—1970**

An educational program in Tax Issues and Financing Public Services was initiated in 1970 as a joint effort between the Extension and research groups of the Economics Department, KSU.

Culmination of the effort was a Leaders Seminar on Tax Issues and Financing Public Services conducted by the Economics Department on the Kansas State University campus. Approximately 85 leaders from over the state attended.

Most major Kansas groups were represented including farm organizations, labor, municipalities, manufacturers, the legislature, and the League of Women Voters.

Out of state authorities on taxation speaking were

James Papke and J.B. Kohlmeyer from Purdue University, William Murray, Iowa State University, and Layton Thompson, Montana State University.

Research work in taxation and financing public services in Kansas was reported. A group of discussants representing Kansas groups related the information presented to the Kansas situation near the end of the two-day seminar.

Discussants were: Elvin Kimzey, Atchison, Topeka, and Santa Fe Railway Company; Dorothy Ballard, Kansas State Board of Education; Wright W. Crummet, Kansas League of Municipalities, and Wayne Rogler, Agriculture.

### **Teachable Moment for Taxes—1970's**

As early as 1970, Extension administrators at Kansas State University agreed that something educationally should be done about the tax issue.

Key leadership was in a mood to increase its knowledge and understanding of the problem. This mood was expressed by the payment of taxes under protest, formation of taxpayers associations, general public unrest and partially polarized positions taken in the mass media.

With this climate, numerous leaders across the state requested that Kansas State University conduct an educational program in financing state and local government. It was clear that a "teachable moment" had arrived.

### **Propose Program on Taxes**

The University responded to the challenge. A College of Agriculture Research-Teaching-Extension Advisory Group passed a resolution supporting the fielding of a public affairs program and the employment of a Specialist.

### **Specialist in Public Affairs—1971**

Barry Flinchbaugh was hired as Extension Economist in public affairs on January 1, 1971. His first task was to study the tax legislation currently in effect in Kansas.

He traveled the state, visiting with Extension workers, local leaders, and the "man on the street," discussing the problem of financing state and local government and how Extension might provide information to help solve this problem.

The next step was to collect relevant data and develop an educational package for delivery to the public. Flinchbaugh and several Kansas Agricultural Experiment Station economists spent four months preparing background materials.

This included a review of trends from each tax

source, calculations of percentage distribution and increase over previous years for each tax source, expenditures by function, etc.

### **Tax Program with Leaders**

Flinchbaugh and other Extension specialists met with numerous groups and individuals who might have a stake in the taxation issue.

This included legislative leaders, labor union representatives, state agency officials, county commissioners, leading newspaper editors, lobbyists, business representatives, and farm leaders.

A public problem-solving approach was outlined and a time-table laid out as to the what, where, who, and why of the program.

This series of meetings generated additional program endorsements and gave key leaders an opportunity to become part of the program. Formal legitimation was accomplished by presenting the program to James McCain, President of Kansas State University.

Legitimation at the local level was gained by presenting the program for County Extension Agents and board chairmen in each of the five Extension administrative districts in Kansas.

Following the district programs, Agents were given an opportunity to schedule the event in their county.

Flinchbaugh's philosophy on Extension public affairs program, as it related to the Extension program on taxation, was:

The decision to seek out the community leaders dictated the approach the program would take. Public decisions are made in the political arena and are not scientific but judgmental. These decisions are based on facts, what are thought to be facts, and values.

An educator's function is to increase factual knowledge and diminish the area of what are thought to be facts. Consequently, public decisions will be made from a broader base of understanding.

It is not an educator's function to advocate a particular solution since that requires application of values. If an educator strives for objectivity, the public will place a greater trust in him and consequently a more conducive atmosphere for learning will evolve. The land-grant legislation requires service to all the people of the State of Kansas. The method outlined above will do that.

### **Public Affairs Education Process**

Specialists working with the program were careful to remain objective and avoid taking a position on the

issue. The approach during each seminar was to:

- 1) Clearly define the problem.
- 2) Discuss social and economic conditions at the national level and their effect on state and local government expenditures and tax patterns.
- 3) Present a comparative analysis of the current situation in Kansas and neighboring states.
- 4) Offer alternative solutions to the Kansas tax problem and their probable consequences.

In describing the approach used, Flinchbaugh said:

Men learn from their peers. Consequently, the audience at each seminar was divided into small groups and challenged to develop a "tax package" for the state of Kansas, through discussion and compromise with their peers who represented diverse interests and values.

From a practical standpoint, it is difficult to educate objectively on a controversial subject if the audience is dominated by one special-interest group or faction. In actuality, the final decision on a "tax package" by the government of the state of Kansas will be made through a compromise of special interests.

Thus the above described method is appropriate as a learning experience in public decision-making. Additionally, each participant gains an appreciation for the others point of view.

### **Educational Program Accomplishments**

*(As described by Specialist Barry Flinchbaugh, Extension Economist, Public Affairs, at that time.)*

The educational accomplishments of the program in "Financing State and Local Governments" can best be documented by measuring the educational impact on the changes in behavior and/or knowledge imparted and understanding acquired, by group and individual communications contacts made with 6,500 Kansas leaders.

The people of Kansas and their leaders who had a great deal of influence in reaching a solution on how state and local governments were financed, were significantly affected by this issue.

They were interested in its proposed solution, and had a high degree of interest in solving this public issue. They were aware that Kansas State University was fielding an action-oriented problem-solving program.

The leaders and their constituents knew that this project was not espousing a particular cause or solution, but was shining the light of knowledge on

"How to Finance State and Local Governments."

Alternatives and their consequences were examined, and the people are challenged to reach a decision.

Letters to the American Agricultural Economics Association supporting a nomination for a distinguished Extension award attested to the educational leadership role assumed by this program.

It was the prime mover of facts and information to Kansas people, who in turn determined the tax mix.

Thus, Kansas leaders were not only aware of the existence of a viable educational program, but had more knowledge, a better understanding of the problem and solutions.

They have gained the ability to apply this knowledge and understanding to solving the state's No. 1 public issue.

University administration embraced the public affairs problem-solving process as the most meaningful method of shining the light of knowledge on current controversial public issues, without taking a specific stand.

Yet this approach allowed the University to provide an educational program which had the greatest educational impact on Kansas people.

This program provided the base for the origination, initiation, legitimization, and final acceptance by the people of an action-oriented public affairs problem-solving process as the method to be used in fielding future public affairs programs.

Both the state and county leadership and University administration have accepted this procedure as a proven technique.

To impart knowledge and understanding also was to destroy commonly held myths about existing methods of financing state and local governments.

Rural people were hung up on the idea that only land and commodity owners paid property taxes.

After the facts about who paid property taxes had been examined, both rural and urban taxpayers compromised their positions and agreed that it was not a fight between rural and urban interests, but rather a common goal for both groups to reduce property taxes.

Renters, or people who did not own property, didn't realize they paid property taxes indirectly through their rent payment.

This myth was destroyed and they were made to understand that they, too, had a stake in determining the tax mix.

Many organizations, commodity groups, and taxpayers associations were very militant about positions taken to reduce property taxes.

After the leadership attended the workshop, they understood that more was required to reduce property taxes—like increasing income or sales taxes—or they had to compromise to attain their goals.

Also, they developed a greater appreciation for the other person's point of view. The individual leader understood the other person's position and the logic of this position based on the group he represented and its specific interests.

As a result of receiving information on sources and expenditures of local and state governments, and after participating in the group decision-making sessions, the leadership understood the complexity of the financing problem.

They learned to be more patient and understanding, and realized the solution to the problem required common sense procedures and compromise between groups.

The leaders become cognizant of the dilemma faced by each legislator as he represented his constituency.

After attending the seminar, legislators and leaders were able to base their discussions of the problem on facts, not myths.

Letters supporting the nomination for a distinguished Extension award to the American Agricultural Economics Association pointed out that this program spearheaded the distribution of facts and information, created a better understanding of the financing problem, and most of all hastened the day when the entire Kansas tax structure would be changed by the Legislature.

By daring to field an educational program on financing state and local governments via the public affairs problem-solving process, Kansas State University, the Kansas Cooperative Extension Service, and the Department of Economics were basking in a new light of relevancy.

Flinchbaugh was requested to serve as consulting technician with the Governor's office, the Legislative Educational Finance Committee, and individual legislators, as well as special interest groups throughout the state.

The whole Extension system in Kansas benefited from the development of this one program. County Extension Agents who chose originally not to tread into this unknown land of controversy extolled the relevancy of this program to the needs of the people.

As a result of their experience with this program, they demanded follow-up public meetings for a broader dissemination of facts and information on the subject.

The County Extension Agents and their Area Directors endorsed the public affairs program in their counties.

They knew that controversial issues could be handled and a meaningful program could be developed. They realized that they had become involved with a new audience, i.e., the urban clientele.

Extension Agriculture and Home Economics Agents worked as a team on these issues, bringing about greater harmony and visibility in county offices.

The Agents identified the power structure within their counties, became acquainted with and involved them in a meaningful educational experience, resulting in greater support for County Extension Councils.

### **Continuation of Public Policy Education**

Other programs in Public Policy were carried on the following years. Included were:

#### **1973-75—Who Will Control U.S. Agriculture?**

Seventy-five seminars including a regional workshop in Kansas City and 7,500 publications distributed. Part of a National Public Policy Education Committee program. Team efforts in Kansas Barry Flinchbaugh, Roy Frederick, Richard Fenwick, and Norman Whitehair.

#### **1974-75—Can Size Make a Difference?**

Fifty seminars and 5,000 publications distributed. Team effort - Barry Flinchbaugh, Don Erickson, John Sjo, and Arlo Biere led to extensive research project on local government accounting.

#### **1974-76—Use Value Appraisal of Farmland for Tax Purposes.**

Ninety seminars and 26,500 publications distributed. Conducted major impact study for the Legislature that led to the passage of an amendment to the Kansas Constitution. Extensive media coverage.

#### **1976—Your Food.**

Fifteen seminars and 4,700 publications distribut-

ed. Joint effort with Extension Home Economics.

#### **1977-80—1977 Farm Bill.**

Forty 2-day workshops were held on Introducing Marketing Into Public Policy Framework. Monthly column for "Kansas Farm Bureau News" was prepared to focus on policy and marketing. (Roy Frederick)

#### **1981-82—Tax Alternatives.**

Twenty-five seminars and 4,500 publications distributed. Renewal of original efforts in 1972-74 on what should the tax-mix be to fund government in Kansas.

#### **1982-84—Who Should Control Water Supply?**

Twenty-four seminars and 5,000 publications distributed. Team effort with Agriculture and Civil Engineering (Richard Black, James Koelliker, Don Erickson, Orlan Buller, and Barry Flinchbaugh).

#### **1984-85—Options for '85 Farm Bill.**

Twenty-three seminars and 4,000 publications distributed. Participated in national survey on farmer attitudes towards agricultural policy. Research/Extension team effort (Paul Kelley, Lambert, Harvey Kiser, Don Erickson, Bill Tierney, and Barry Flinchbaugh).

#### **1986—Impact of Reappraisal/Classification.**

Forty seminars and 3,000 publications distributed. Principle investigator for Legislature on subject. Resulted in passage of comprehensive statewide reappraisal law and classification amendment to Kansas Constitution. Subject of first KSU satellite broadcast.

#### **1987-88—Is the 1985 Farm Bill Working?**

Twenty-one seminars and 1,500 publications distributed. National satellite broadcast. Team effort with Agronomy (Barry Flinchbaugh, John Hickman, Bill Tierney, and James Mintert).

**Contributing Author:** *The primary contributing author on educational programs in Extension Agricultural Economics—Marketing and Public Policy, from 1965 through 1988, was Norman Whitehair, State Leader, Extension Agricultural Economics, 1963-77 (Retired).*

**A complete list of personnel involved in Extension Agricultural Marketing and Public Policy is included in Chapter 6, Extension Personnel, pp. 10-13.**