

Chapter 8

Agricultural Economics II

FARM MANAGEMENT

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

Early Farm Management Development

The first mention of Extension work in Farm Management in Kansas was made by Dr. J. T. Willard in his History of Kansas State College of Agriculture and Applied Science. He said:

Up to June 30, 1909, the Extension force consisted of the superintendent, an assistant part of the time, and one or two stenographers.

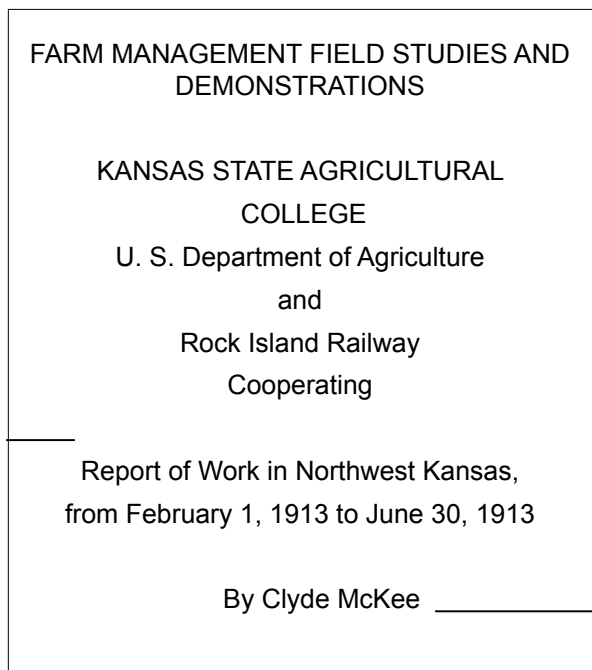
A great increase in the financial support made it possible beginning with July 1, 1909, to employ a number of specialists. Of these, the ones for 1909-10 were P. E. Crabtree and C. G. Wheeler, Farm Management;

In 1910-11, G. C. Wheeler was designated as a specialist in animal husbandry as distinguished from Farm Management.....

No reports that may have been made by these men in their early years of service could be located. The assumption is that early Farm Management work included all farm practices.

Farm Management Districts—1913

On February 1, 1913, four District Demonstration Agent positions were created. The Agents employed were also known as District Agricultural Agents. The title used on one of the reports made by these men read:



The districts created on February 1, 1913, were:

Northwest: Smith, Phillips, Norton, Decatur, Sheridan, Thomas and Sherman counties with headquarters at Norton.

West Central: Ellis, Rooks, Trego, Graham, Sheridan, Gove, Logan and Wallace counties with headquarters at Hays.

Southwest: Edwards, Pawnee, Ford, Hodgeman, Gray, Finney, Kearny, Hamilton, Stanton, Grant, Stevens and Morton counties with headquarters at Dodge City.

Southeast: Bourbon, Crawford, Cherokee, Labette, Neosho and Wilson counties with headquarters at Parsons.

Later, January 1, 1916, the West Central District was changed to include Rush, Ness, Lane, Scott, Wichita, and Greeley counties with headquarters at Scott City.

The Northwest District was changed to include all counties north and west of Hays, with headquarters at Hays, except those counties with organized County Farm Bureaus employing a County Agricultural Extension Agent.

Joint Appointments

The men employed as District Demonstration Agents and their tenure are given at the end of this chapter.

The employment of these Agents was truly cooperative, a portion of their salary came from the Office of Farm Management, U. S. Department of Agriculture, and a portion from College funds.

In the Northwest District, the Rock Island Railway paid a portion of the salary and in the Southwest District the Santa Fe Railway paid \$100 per month toward the salary of the Agent.

The Agents' expenses came from various sources. Bankers and other businessmen contributed to livery and lodging expense. The board of County commissioners or a chamber of commerce usually provided office space and office equipment. The Rock Island and Santa Fe Railways, no doubt, provided passes for transportation on their lines.

Program Emphasis—1913-15

The District Demonstration Agents gave talks at Farmers' Institutes, became acquainted with leading farmers, and solicited their cooperation in conducting demonstrations during the growing season.

The Agents located additional cooperators by personal contacts and visits to farms.

The demonstrations established by the District

Agents consisted largely of comparisons of recommended soil, crop and livestock production practices with those practices in common use by farmers.

For example, in 1913 in the Northwest District the demonstrations conducted by the cooperators were:

- 1) Summer fallowing for winter wheat.
- 2) Preparation for intertilled crops.

Later, attention was given to control of soil drifting, earlier maturing kafir and milo varieties, and a reliable livestock feed supply by the use of the silo.

Similar demonstrations were conducted in the West Central and Southwest districts.

In the Southeast District, District Agent Harley J. Bower gave consideration to soil improvement and better tillage, drainage, liming, green-manuring, application of barnyard manure, the use of phosphorus fertilizers, and the improvement of kafir and sorghums by seed selection.

When Carl G. Elling became District Extension Agent in the Southeast District, primary attention was given to the quality and production of livestock.

The work of the District Extension Demonstration Agents continued until the World War I years with the organization of larger numbers of counties for County Agricultural Extension Agent work.

During those early years, the District men filled a great need in the agricultural life of the state. Edward C. Johnson, State Leader of Demonstration Work, in a special report in 1915 said:

The presence of the Demonstration Agent in those communities is acting as a leavening influence and it is believed that the result of their work will be lasting and will mean much both in the development of better agriculture and in the promotion of a finer home life for the region.

The early work of the District Demonstration Agents paved the way for the development of a Farm Management program devoted to an analysis of the farm business and recommendations for the efficient operation of the farm.

The Office of Farm Management was the only means by which the States Relationships Service, U. S. Department of Agriculture, could work with the states in an agricultural education program for farmers.

Economic Emphasis—1915

The transition from production practices to the

economics of farming is evidenced in the following quotations from the Director's report for the fiscal year ending June 30, 1915:

The U. S. Department of Agriculture has cooperated by furnishing funds for the support in part of the following projects: County Agents, Boys' & Girls' Club Work, and Farm Management.

Agricultural Specialists

Under this project, work in soils and crops, horticulture and entomology, poultry husbandry, irrigation and drainage was conducted.

The specialists in charge of the instruction in soils and crops conducted their work during four months following the Farmers' Institute season.

During the Institutes, agreements were made with farmers to visit their farms the following season. A farmer who desired the services of the Specialist signified his willingness to contribute his share of the travel expense.

Not less than three hours were spent with him in analyzing his Farm Management plans. At the close of the conference a written memorandum was left with him suggesting plans for improvement.

Two men have visited 311 farmers in twelve counties in the central part of the state. Their analyses were not made in detail as was done by the regular Farm Management Demonstrator.

Night meetings are held at school houses at which talks are given on soil and crop improvement.

Farm Management Demonstration Work

Farm Management Demonstration work was begun in this state September 1, 1914, in cooperation with the U. S. Department of Agriculture and the Kansas State Agricultural College.

The work is conducted principally in those counties having Agents in order that the resulting recommendations may be followed up by them.

Three hundred forty-five farm analysis records have been made, 144 of which have been returned to the farmers with suggestions for revisions in the management of their business.

County Agents have called during the winter season to discuss records with farmers. Twenty-seven farmers have agreed to keep farm accounts.

Farm management demonstrations have for their purpose the summing up of the farm business of a group of farmers in a community to show the systems and to furnish a basis for the improvement of these systems if needed.

The areas selected for these surveys are studied with reference to the more important factors which

determine the profits or losses of the farm.

Individual farms are then compared with the average for the community and recommendations and suggestions based upon the result of this study are made to the individual farmers whose business has been checked up.

For instance, the farm analysis survey in a community may show that the better paying farms have better crops and more productive livestock than the average.

It may show that the working capital is too large or too small as the case may be. It may show that there are too many work animals and that some of them should be eliminated.

It may show that cows are kept that are not paying for their keep. It may show that the labor of the farm is not well distributed.

In other words, it is possible to point out the weak points in a farm system by means of these surveys. These surveys are conducted only in counties where County Agents are at work so that they may follow up the suggestions made.

For instance, if it is shown by a survey of this kind that the soil needs improvement or the crops need improvement, definite demonstrations on soil and crop improvement are planned in such localities.

If the dairy or beef cattle enterprises are below the standard, special attention is given to the importance of improving the stock enterprises. This work, therefore, is essentially economic and is very definite in character.

This work commenced September 1, 1914, and has been conducted in six counties. Analyses have been made of about four hundred farms.

Thirty farmers of the four hundred have signified to the man in charge their intention of keeping farm records. Many others have undoubtedly planned to follow some of the suggestions made but have not acknowledged their intentions.

The same work will be conducted the coming year in the same areas when it is believed that many constructive changes will be found on the various farms as the result of the recommendations based on the first survey.

First FM Specialist—1914

The first specialist in Farm Management to work in the area of the economics of the farm business was P. E. McNall who was appointed on September 1, 1914. His title was "Farm Management Demonstrator."

In his annual report for 1915, McNall said in part:

The work as carried the first year consisted

of obtaining field survey records of the individual farmers. Each one was completed and the results returned before another one was opened.

Publicity was given the work through meetings and articles in local newspapers. The data were worked up by a clerical force maintained at the College and the results of each survey were returned to the farmers as soon as possible.

The returning of the records was done practically altogether by the County Agents. Some were returned in person, some by letter.

Meetings were held either by the County Agent or by the Farm Management Demonstrator for the purpose of explaining the summaries of the individual surveys and answering questions concerning the results.

Farm Management Program—1916-18

During 1916 the program was conducted in eleven counties with 1,463 records obtained. Of this number, 1,063 were first-year records and 400 were second-year records.

In 1917, special emphasis was placed upon Farm Management:

- 1) Surveys to demonstrate to farmers the importance of efficiency factors relating to the organization and administration of the farm.
- 2) Promotional meetings for the discussion of the surveys and factors.
- 3) Farm bookkeeping work.
- 4) Discussions with individual farmers.
- 5) Meetings with groups of farmers to discuss the value of keeping farm records.

The work was conducted primarily in cooperation with Agricultural Extension Agents and was carried on in 19 different areas of the state. A local leader, either the County Extension Agent or a teacher of agriculture, was in charge in each area.

In this work, 893 farmers cooperated in the demonstrations. Seven hundred fifty-four of these planned to keep their own accounts. One hundred worked out their own labor incomes. Seventy-nine meetings were held to discuss Farm Management problems, with a total attendance of 3,150 farmers.

The program reached 35 counties in 1918 with 626 farmers starting to keep accounts during the year. There were 183 account books summarized at the College, and 157 were summarized by farmers with the assistance of the County Extension Agent or the Specialist.

H. F. Tagge served as an Assistant Farm Man-

agement Demonstrator from February to April. In the Director's report for 1918 he said:

Interest in the Farm Management demonstration work is much greater now than it was a year ago. More calls for assistance have been received than could be answered.

Much interest in account keeping has been stimulated by the income tax law which requires an annual business statement of the farm.

The increasing tendency to look on the farm as a business and to study its various enterprises from an economic standpoint is a natural development due to higher-priced lands and narrowing margins of profit in farming under normal conditions.

Farm Inventory Blanks—1919

In 1919, farm inventory blanks were prepared and distributed by County Agents as follows: 1919, 14,000; 1920, 28,000; 1921, 30,000; 1922, 12,068; and 1923, 5,144.

Farm Account Books

This work was discontinued in 1924 because of the lack of evidence that these inventories were being kept, and due to the fact that the inventory was included in the account book.

A set of sample accounts was first used in the financial record books for short courses and use by the County Extension Agents. It was further adapted and used as a correspondence course.

During 1915, in order to obtain more accurate results, a farm account book suited to Kansas Agriculture was developed by the Extension Farm Management Demonstrator and the Director of Extension. It was printed and distributed by the Kansas Bankers' Association until 1929.

In the book it said that any person desiring to have his book summarized could return it to the College for that purpose.

Account Book Revised—1920

The Kansas Farm Account Book was expanded and revised in 1920, and periodically after that, to make it of greater usefulness to Kansas farmers.

In 1946, it was expanded to include a Home Record section and became the Kansas Farm and Household Account Book.

By 1950, approximately 16,000 Kansas farm families were using it.

In addition to the sections for farm receipts and expenses, sections were included for:

- Crop yield data.
- Livestock numbers and production records.
- Inventory pages.
- Analysis of the year's business.
- Measures of farm efficiency and management.
- Net worth statement
- Labor standards for crops and livestock.

Wage record for Social Security for hired help.

Forms for calculation of the net farm income.

A separate "Depreciation and Investment Book" for:

Continuous and permanent record of depreciation of farm machinery.

Breeding stock and improvement.

Land investment record.

Such information was usable for income tax reporting.

The account books were made available to farmers through the County Extension offices.

Record Book Summaries—1924

In 1924 and 1925, all summary and analysis of record books was done in the Central Office with the aid of members of the Department of Agricultural Economics.

Letters setting forth strong points of the farm business and calling attention to weak points were sent to the cooperators.

In 1926, this work was done in the County Farm Bureau Office with the aid of the County Extension Agent and his secretary.

The plan of writing letters to farm cooperators based on analyses of record books continued until 1930 when personal contacts were made.

Farm Record Summaries—1935

A project on the summarization of 1934 and 1935 AAA (Agricultural Adjustment Administration) Farm Record Books and Kansas Farm Account Books was prepared and submitted to the Works Progress Administration in September of 1935.

That project was approved and the program was started in 101 counties on April 1, 1936. Graphs

illustrating the summarized data were prepared.

Tables were made for each county in the state where the project operated, each farming area, each Extension District, and the state as a whole.

This project checked the Farm Management Association record books during the year 1938. Another project was developed to assist with the summary and analysis of farm account books and to obtain data that could be used to develop more sound agriculture practices for Kansas.

A farm record book program conducted through the Agricultural Adjustment Administration became active in February of 1934.

The AAA farm record books were a means for keeping farm business records and accounts and to record important data for Agricultural Adjustment Administration program compliance.

Rural Resettlement Administration—1936

The 1936 farm and home account books belonging to cooperators with the Rural Resettlement Administration (later became Farm Security Administration) were summarized and analyzed by the Agricultural Experiment Station and the KSC Department of Household Economics.

Farm/Household Account Book—1940's-60's

Kansas County Extension offices continued to distribute the combined Kansas Farm and Household Account Book through the 1940's, 50's, and 60's. John Coolidge provided the leadership during this period.

The book was revised periodically with up-to-date income tax information. The farm business analysis section was also updated as the management information needed changing.

The account books were distributed by all 105 Kansas counties at a charge covering the cost of the books.

Account Books—1970's-80's

Two major changes in the account book format occurred in the 1970's. The combined farm and household account book was separated into two components—the Kansas Farm Account Book and the Kansas Family Account Book.

Only about 25 percent of the farm account keepers kept the family account records. Also, some non-farm families were interested in keeping a family account record. Consequently, many of the combined account books were only partially used.

A second major change during the 1970's was a change from an 8 1/2 x 11 inch bound account book to an 8 1/2 x 14 inch looseleaf account book.

With a loose-leaf system, the variability of receipts and expense pages required by different record keepers could be accounted for. The extra length also made it possible to accommodate more receipt and expense columns.

Both bound and loose-leaf family account books were available, but only the loose-leaf farm account book was printed. The Kansas Depreciation and Investment Book was also converted to a loose-leaf format.

John Schlender assumed the responsibilities of updating, printing, and distributing the books during the 1970's and 80's.

In recent years, an average of 7,300 Kansas farmers kept records in the Kansas Farm Account Book. Average annual distribution of Kansas Family Account Books was 2,300.

Farm Account Clubs

The idea for "Farm Management" Clubs was developed in 1919. By the end of the year, 25 groups were active.

Farm Management Clubs—1919

In his report for 1919, the Director stated:

It is the plan to develop the organization of Farm Management clubs during the coming year. Much of the success of this work depends on promoting this work by the organization of local clubs under efficient local leadership.

The work has had considerable impetus owing to the demand for more complete records to assist in making up income tax reports.

By the end of the fiscal year there were 25 active Farm Management clubs with a membership of 209, and 25 club meetings held with an attendance of 443.

The number of general meetings held was 37, with an attendance of 935. Record books distributed numbered 1,839.

These management clubs paved the way for senior "Farm Account" Clubs.

"Farm Account" Clubs—1923

"Farm Account" Clubs were first organized in the spring of 1923 on a community basis. They were the

first organized effort in Kansas to develop account work on the farm.

Each club elected officers and held monthly meetings. Members were supplied with a program for the year's work and a farm account book. All necessary supplies were furnished by the Extension Service.

Member Information—1923

Each club member received a set of notes on some topic of seasonal importance relative to the development of better farm management methods prior to each monthly meeting.

In 1924, the monthly notes were changed to timely marketing of farm products. This material proved to be very popular.

In 1925, the monthly publication, Agricultural Situation, was also sent to the Farm Account Club members. The Department of Agricultural Economics of Kansas State College prepared this material.

Farm Account Club Growth—1925

Washington, Rice, and Sumner counties showed the most interest in farm account club work. Interest was stimulated in Rice County by a contest sponsored by the Lyons Chamber of Commerce in 1925 and 1926.

In Rice County, six books were completed in 1924, 32 in 1925, and 40 books in 1926. Home account books were distributed to wives of the farm account club members for use in 1924.

County Associations—1926

In 1926, the Riley County Agricultural Economics Association was organized with 30 members. The membership increased to 40 in 1927.

The work was handled under community project chairman rather than by clubs. This procedure was a step forward in getting the project before all interested persons in the county.

Farm Management Tours—1928-30

From September 3-7, 1928, under the supervision of I. N. Chapman, Farm Management Demonstrator (Extension Specialist), a five-day tour was conducted

in Morris, Ottawa, Cloud, Washington, and Riley counties.

Farmers spent from two to three hours at each of the 16 farms studying the methods used and the results obtained.

The County Extension Agent reviewed farm business records from past years, inspected buildings, observed equipment of all kinds, and made a trip over the fields to note crop rotations being used, the condition of the crops and any plans for future changes.

A representative of the Department of Agricultural Economics, Kansas State College, the farm operator and the Extension Specialist then held a discussion.

Questions were answered and the farmers were helped to understand why various Farm Management methods were being used and the results obtained.

Tours were held the last two weeks of August, 1929, one day in each county, as follows:

- 1) Second-year tours in Morris, Washington and Riley counties.
- 2) First-year tours in Harvey, McPherson, Rice, and Wilson counties.
- 3) First-year tours in Sumner and Harper counties with some cooperators from Kingman County also participating.
- 4) Second-year tours in Cloud, Ottawa, and Dickinson counties.

Records indicate that from 15 to 40 farmers took an active part each day of these tours.

In 1930, similar tours were conducted in Morris, Clay, Ottawa, Harvey, McPherson, Rice, Cloud, Washington, Sumner, and Harper counties with 1,794 cooperators participating.

Heavy rains caused tours in Riley and Dickinson counties to be cancelled.

It was decided that the 1930 tours would be the last until the Farm Management Associations being organized had an opportunity to establish demonstrations.

Farm Accounting In Schools

A movement was made in the fall of 1925 to have farm accounting as a subject along with penmanship and arithmetic in the seventh and eighth grades of the rural schools.

As it was not possible to make it a part of the regular course of study, an experimental project was conducted through the County Extension Agents and County Superintendents of Public Schools.

In Morris and Smith counties, 182 rural students took farm accounting in connection with their school work.

Because of the interest in this work, farm accounting was adopted by the Kansas State Board of Education as an optional course in eighth grade arithmetic. Assistance was given to teachers on this subject at their Summer Institutes.

When Farm Accounting was made an option in

the course of study in rural schools in 1928, printing and distribution of account books was done by the State School Book Commission.

The 1927 revised edition of the Farm Account Book was exhausted in April, 1934.

The Commission preferred not to continue distributing the book. Since then the Farm Account Book has been produced by commercial printers.

Banker-Farmer Project—1928-38

The Kansas Bankers' Association took an early interest in farm account work as conducted by the Extension Service.

Banker-Farmer projects were planned mostly by counties, as that was the basis for the Extension program.

Such projects were planned around some activity whereby bankers and farmers could work together for the development of some phase of the agricultural program in a county.

Clay County was the first to adopt Farm Management as a Banker-Farmer project in 1928.

By 1929, Jewell, Jackson, Johnson, Kingman, and Wilson counties had also adopted the project

for better organization of the farm business through the use of accounts.

In 1935, a special Banker-Farmer project was planned with four banks in Franklin and Brown counties.

Each bank selected six farmers to cooperate in carrying on a Farm Management service similar to the one conducted by the Farm Bureau-Farm Management Associations. A summary meeting was held in 1937 for the cooperators.

In 1938, cooperators were given the opportunity to join the Farm Management Association being organized in that part of the state.

Farm Management Associations

Late in 1930, two Farm Bureau-Farm Management Associations were organized.

One Association in the North-Central area of the state included Cloud, Ottawa, Washington, Clay, Riley, and Geary counties.

In the South area, a second association was made up of Kingman, Harper, Sedgwick, Sumner, and Cowley counties.

The Kansas Bankers Association and the American Bankers Association gave much support to the organization of the Farm Management Associations.

Organization work began in August, 1930, when Dan Otis, Director of the Agricultural Commission of the American Bankers Association was visiting in the state.

A conference was held with Otis and W. W. Bowman, secretary of the Kansas Bankers Association.

Bowman and Otis gave whole-hearted support and assistance.

Preliminary meetings were held at Clyde and Wellington. Secretary Bowman attended the meeting at Clyde, and B. C. Welch, president of the Kansas Bankers Association, attended the Wellington meeting.

At each meeting a plan was developed to hold a Banker-Farmer banquet in the same towns early in September as a starter for a membership campaign. Each banker was to bring one or more farmers and their wives as guests.

The program consisted of discussions on the work of a Farm Bureau-Farm Management Association by Dan Otis, Congressman James Strong, Extension Director H. Umberger, and Extension Farm Management Specialist I. N. Chapman.

The meetings had good attendance and interest. They were the first Banker-Farmer meetings

ever held in the state and helped develop a better understanding between the bankers and farmers.

Approximately 250 persons attended each meeting. A few membership contracts were signed at the meetings but most contracts were obtained later.

NC/SC Associations Organize—1930

The North-Central Association was organized November 7, 1930, with 145 members who subscribed \$3,215 in membership dues.

A Board of Directors consisted of one Director from each county elected by the members from each county, plus a banker selected by the Kansas Bankers Association.

This Association began work on December 1, 1930, with Robert Curtis, former Clay County Agricultural Extension Agent, as the Fieldman. By that time 170 members had been signed.

The South-Central Association was organized November 24, 1930, with 128 members who had subscribed \$3,361. The Association began work January 1, 1931, with William S. Speer, former Kingman County Agricultural Extension Agent, as Fieldman.

Work of Fieldmen—1930

The purpose of the Farm Bureau-Farm and Home Management Associations was to provide assistance to cooperating farmers, with the marketing of their farm products, through a systematic study of farm records kept on each farm.

Organization of the Farm Management Associations was made possible by the interest that had been developed in Farm Account Clubs in previous years.

Each Fieldman visited members of the Association on their farm four times a year for about two hours.

The fieldman summarized the books as far as possible, and made suggestions based on the record of the farm's operations, questions asked by the farmer, and his personal observations.

Each association member was mailed a market letter each Saturday and a Livestock Marketing Association bi-monthly report.

Association Meetings—1932-33

A complete and detailed summary and analysis of the members' farm business records was made at the end of each year.

In the early part of 1932, the first Farm Manage-

ment Association summary meetings were held, one for each Association.

In 1933, a summary meeting or school was held in each county.

Efficient Factor Summary—1933

A chart showing feed requirements of livestock and factors affecting livestock production on various farms was used at the summary meetings.

A table, "Efficient Factor Summary," of farm business records by counties was used at each meeting.

Factors included in the table (with each account book given a column and identified by number) were:

- Crop acres harvested.
- Percent of acres in row crops.
- Percent of acres in small grains.
- Corn yield per acre.
- Wheat yield per acre.
- Acres in alfalfa.
- Acres in sweet clover.
- Rotation acres in legumes.
- Gross value of crops per crop acre.
- Machinery costs per crop acre.
- Gross cash farm receipts.
- Percent of gross receipts from cattle, dairy products, hogs, sheep, and poultry.
- Value of dairy products per cow.
- Hog receipts per brood sow.
- Pigs weaned per litter.
- Poultry receipts per hen.
- Net farm income per acre.
- Total farm income.

Charts were also prepared for each Association showing the efficiency factor summary of the ten farms showing the highest net farm income in 1932.

Similar summary meetings continued yearly. Often, two or more counties were combined for a meeting.

The "Efficiency Factor Summary Chart" became known as "Farm Business Measures" and included all Association members.

Each individual member was supplied with a blank chart on which he could plot data for his farm as compared to the average farm in the Associations.

Associations Expand—1932-40

Each of the first two Associations operated on a budget of about \$4,500. Kansas State College provided \$1,000 of this amount and the members paid a membership fee according to the size of their farm—\$16 for the first 160 acres plus five cents for each additional acre up to a maximum of \$50.

Expansion of the Farm Management Associations occurred during the first years following their organization.

In 1932, Marshall, Morris and Dickinson counties became affiliated with the North-Central Association, Pottawatomie County in 1938, and Republic and Saline counties in 1940.

In 1932, Butler and Pratt counties joined the South-Central Association; Harvey, Reno, and Stafford counties in 1933; Rice County in 1934; and McPherson County in 1937.

On March 6, 1937, the third Farm Bureau-Farm and Home Management Association was organized in the Southwest Central Kansas area. It included Barton, Rush, Pawnee, Stafford, Edwards, Kiowa, Pratt, Barber, Comanche, and Clark counties.

Ford and Meade counties were added in 1938. Stafford and Pratt counties had been affiliated with the South Central Association but agreed to transfer to the new Association.

Total membership in the Central Kansas Association was 119, a smaller number than other Associations. However, since farms in the new Association were larger the total membership did not need to be as large to meet the budget of \$4,500.

Prior to the organization meeting, educational meetings for the membership campaign were held at Larned on December 29, 1936, and at Coldwater on December 30, 1936.

William Conover, former Ellis County Agricultural Extension Agent, was employed as Fieldman effective March 23, 1937, with headquarters at Pratt.

Some of the consideration during the organization of this Association was that the Associations, in so far as practical, should include all of the counties within a type-of-farming area. This Association included areas 9 and 10c.

Name Change—1938

In 1938, names of the Farm Bureau-Farm and Home Management Associations were changed:

North-Central Association became Farm Management Association No. 1.

South-Central Association became Farm Management Association No. 2.

The Association with headquarters at Pratt became Farm Management Association No. 3.

FM Membership Campaign—1938

On January 6, 1938, H. Umberger, Director of Extension, wrote a letter to the Farm Management Specialist and the District Agricultural Extension Agents requesting a concentrated effort on expansion.

He wanted to organize a sufficient number of Farm Management Associations to cover the state, with a goal of 1,500 farm records each year.

After the start of a membership campaign in November, 1937, the final organization meeting for Farm Management Association 4 was held at Holton on April 28, 1938.

The counties in the Association were: Brown, Nemaha, Jackson, Atchison, Jefferson, Leavenworth, Wyandotte, Johnson, Douglas, Shawnee, Wabaunsee, Lyon, Osage, and Franklin.

William Meissinger, former Pawnee County Agricultural Extension Agent, was employed as the Farm Management Fieldman for Association No. 4, effective March 15, 1938. The total membership was 192.

Association Guidelines—1938

From 1938 through the years of World War II, the Farm Management Associations were not without some problems.

In 1938, as an expansion of the Farm Management Association program was being considered, A. F. Turner, District Agent at Large, the District Extension Agricultural Agents and the Farm Management Specialist developed a few points to be considered in organizing new Farm Management Associations.

These were:

- 1) Are farm incomes stable enough under good management practices to maintain an Association over a long period of years?
- 2) Do farm management practices influence income more or less than non-controllable conditions such as weather and price?
- 3) Is there a genuine interest in Association work in the area?
- 4) Are there sufficient finances and personnel available to effectively carry out the program?

Association Consolidation—1939-44

On April 30, 1939, the Fieldman for Association No. 1 resigned. At the same time it was evident that the budget of Association No. 3 was lacking \$1,500 in resources and probably could not make up the deficit during the year.

Some consolidation seemed to be a possible solution to the problem. Board meetings of the four Associations were held to consider the problem.

It was decided that in order to provide the services of experienced Fieldmen, Association No. 1 would employ the Fieldman then employed by Association No. 3, and take over Rush, Barton, Pawnee and Stafford counties.

The remaining dues collected from those counties from 1939 members would be a part of the 1939 Association No. 1 budget.

In 1940, Association No. 1 added Republic, Saline and Finney counties; Hodgeman in 1941, Mitchell in 1942, Chase in 1943 and Marion County in 1947.

Association No. 2 accepted Barber, Comanche, Edwards, Ford, Kiowa, Meade and Pratt counties from Association No. 3 together with appropriate adjustments in budgets.

During 1943, plans were developed with the Boards of Directors of the four Associations to include additional counties in the Farm Management Association program and to reactivate Association No. 3 for 1944.

Association No. 4 accepted Pottawatomie County from Association No. 1. The organization of Farm Management Association No. 3 was to remain intact. The transfer of counties for 1939 to be only temporary.

During 1940, the three Farm Management Associations secured 430 cooperators in 49 counties. Association No. 1 had 136 members, No. 2 had 139 and No. 4 had 155. These Associations operated on budgets ranging from \$4,800 to \$5,200, including the \$1,000 provided by Kansas State College.

Each cooperator received four visits from the Extension Management Fieldman, in addition to weekly market information, farm and home summaries, and summary meetings.

Effective January 1, 1944, 14 new counties became affiliated with the Associations, making a total of 67 counties participating with 790 members.

Association No. 1 Services—1941

Association No. 1 adopted two types of service for 1941:

- 1) The regular service was continued at a revised dues rate of \$20 for the first 160 acres or fraction thereof, and three cents per acre for additional land up to 1,160 acres.
- 2) A minimum service providing only two visits at a membership cost of \$16 per year. Association No. 4 changed dues for 1941 to \$20 for the first 160 acres and three cents for each additional acre up to 1,160 acres. This made the maximum \$50.

Farm Management Services—1944

This statement was made in the 1944 report of the Extension Farm Management Specialist:

The principal features of the Farm Management Association Service are:

- 1) From two to three farm visits by the Fieldman to each cooperator.
- 2) Farm and home account books as required for a complete record of the farm business and the personal and household expenses.
- 3) Weekly farm management and outlook information.
- 4) Cooperators pay a part of the cost of the service by annual membership dues.

During 1944 the dues varied from a minimum of \$20 for two farm visits to a maximum of \$50 on some of the larger farms. The dues rate is not quite the same in all of the Associations.

Analysis of farm records was again made by the Agricultural Economics Department of the Kansas Experiment Station.

Reports were made on the basis of type-of-farming areas instead of by Association areas. These reports were much more valuable to farmers and also more truly representative of actual conditions.

The Specialists in 1944 were John Coolidge and Paul Griffith. The 1944 Farm Management Association program continued with the same coverage and organization through 1946.

Wabaunsee BF&FL Assn—1947

The Wabaunsee County Balanced Farming Association was organized with 59 farm families as members in 1947, with headquarters at Alma. The Association was organized as an experiment in concentrated farm management.

James Nielson was employed effective February 10, 1947, as Fieldman for the specialized Association. He served until June 30, 1950 when he re-entered college to study for a masters degree. The Association ceased to exist at that time.

Farm Management Expands—1949

In 1949, plans were completed to expand the Farm Management Association program to include every county in the state in an Association.

Meetings with the Boards of Directors were held to discuss the expansion program and plan the areas to be included in each Association. Membership campaigns were conducted by the Extension Specialists and County Agents in the counties that had no experience in an Association.

By January 1, 1950, the changes in boundary lines had been drawn and new Fieldmen employed for the new Associations. The counties that were in each Association, the number of members in each Association and the Fieldmen employed during the year are shown on Map 2.

The total membership of 1,477 was very close to the goal Dean Umberger set in 1938.

Boundaries for the Associations have remained unchanged until 1968 when the boundaries changed following organizational changes under Director Harold Jones.

Move Assn. Headquarters—1950

In 1950, when Earl T. Means was employed as Fieldman in Association No. 4, the headquarters were moved to Everest where Means was to live near his home farm.

Likewise, when John F. Smerchek was employed as Fieldman in Association No. 3, in 1950, the headquarters were moved to Greensburg, the home of Smerchek.

Association Services—1950

Quotation from the 1950 annual report:

The program includes the following educational services:

- 1) Visits or conferences with each cooperator by the Fieldman
 - a. Two visits on the farm assisting with the farm and home records, interpretation of summary and analysis of the individual farm business and the development of balanced farming and family living plan.
 - b. One conference in the county completing and checking in the year's farm and home records for summary and analysis.

- c. Two group conferences in the county (one in spring and one in fall) helping the farm family develop a Production and Management Program for its individual farm.

- d. One group conference presenting farm business analysis and home account summaries or holding a farm management tour or field day.

- 2) Farm and home account books as required for a complete record of the farm business and the personal and household expenditures.

- 3) Weekly farm management and outlook information.

- 4) A summary and analysis, at the end of the year, of each cooperator's records, assistance in the development of a long-time farm plan, and assistance with income tax records and returns.

20-Year Cooperator Recognition—1951

In 1951, after twenty years of Farm Management Association work, recognition was given to those families who had been continuous cooperators. The 1951 report stated:

20-Year Member Recognition

The Farm Management Association program has continued as the basis of the project now for 21 years.

At the first annual Farm Management banquet on January 31, 1951, in connection with the Annual Farm and Home Week Conference, forty farm families were recognized who had completed 20 years of cooperation with the college on this program.

This will become an annual event. The following is the list of "Twenty-Year Cooperators" recognized in January, 1951:

Butler County: Mr. & Mrs. G. W. Bennington.

Cowley County: Mr. & Mrs. Ernest Briscoe, Mr. & Mrs. Walter Hunt.

Clay County: Mr. & Mrs. Fred J. Hartner, Mr. & Mrs. A. D. Mall, Mr. & Mrs. E. J. Mall.

Cloud County: Mr. & Mrs. Henry Buss, Senator & Mrs. Frank Carlson, Mr. & Mrs. J. R. Hefner, Mr. & Mrs. Merle L. Magaw.

Geary County: Mr. & Mrs. L. E. Collins, Mr. & Mrs. Lawrence Hoover.

Harper County: Mr. W. Clarence Fulton, Mr. & Mrs. Clarence Watkins, Mr. & Mrs. J. J. Wood-

worth, Mr. W. C. Woodworth.

Kingman County: Mr. & Mrs. Arthur Foley, Mr. & Mrs. Kasper J. Kostner, Mr. & Mrs. Paul Lindholm, Mr. & Mrs. B. T. Robinson, Mr. & Mrs. Clifford Sparks, Mr. & Mrs. Frank L. Young.

Riley County: Mr. & Mrs. Ray Bergsten, Mr. & Mrs. John Frey, Mr. & Mrs. Lester Frey, Griffing Brothers, Mr. & Mrs. J. A. Meyer, Mr. & Mrs. B. W. Roepke, Mr. & Mrs. Herbert Roepke, Mr. & Mrs. Bruce S. Wilson.

Sedgwick County: Mr. & Mrs. Albert Ottaway, Mr. & Mrs. C. G. Wehrman.

Sumner County : Mr. & Mrs. Ray Behringer, Mr. & Mrs. T. Max Reitz, Mr. & Mrs. Charles Rerick, Mr. & Mrs. John Wade.

Washington County: Mr. & Mrs. Louis Fiser, Mr. & Mrs. Cecil A. Jones, Mr. & Mrs. H. C. McNitt, Mr. & Mrs. G. C. Meier.

During the post-war years of the late 1940's and early 1950's, much emphasis was placed on the farm business records as a reliable record for income tax purposes.

The number of farm visits to cooperators was reduced from four to two, and additional time devoted to summary, analysis and tax returns.

In 1953, Association No. 2 increased its membership fee from \$35 to \$60 for all farmers and reduced the number of cooperators from 247 for the previous year to 177 for 1953.

Three farm visits were made to each cooperator while the number of farm visits in the other Associations remained at two per year.

Assn. Membership Stable—1950's

During the 1950's the number of cooperating farm families had settled at around 1,200 in the six Associations. Membership became quite stable and included a number of sons and sons-in-laws of earlier cooperators.

Farming systems, practices and good management procedures of the cooperating families were among the outstanding Extension demonstrations in the state.

Farm Business Record Summaries—1954

Many of those farmers were "innovators" who set examples in their communities. They had a higher than average net farm income because of better organization of their resources, improved timing of their operations, and early adoption of improved methods on their farms.

From 1954, each Fieldman summarized the farm business records of cooperators. These records were

used by Farm Management Specialists to develop many guides and standards of production and costs for use in training County Extension Agents and in working with farmers.

The Extension Home Management Specialist summarized the household account books kept by the cooperating families.

Facts gained from the summaries of the farm and home records provided material for radio and television programs and newspaper articles. The information was also used by other Extension Specialists.

Teaching faculty used it for instruction in classes in farm accounts and farm management in the Departments of Agricultural Economics and Family Economics, Kansas State University.

Expand Association Membership—1950's

Through the late 1950's the services offered by Farm Management Associations were in great demand. Each Association had a waiting list of farmers who wanted to join. Other farmers had expressed interest.

The Farm and Home Development program had grown to the point where additional assistance was needed. There was opportunity to provide added educational material on the business side of farming.

Extension Director Harold Jones appointed a committee to study the situation and make recommendations for action. Two of its recommendations were followed. These were:

- 1) The membership of each Farm Management Association was expanded to approximately 300 members and a second Fieldman was employed for each Association.
- 2) A Farm Management Specialist was employed for each administrative district (five districts), to assist with the educational program in farm management with emphasis on the Farm and Home Development program (Balanced Farming and Family Living).

During 1959, expansion of the Farm Management Association program for 1960 was planned. Six additional Fieldmen were employed effective January 1, 1960, giving each Association two Fieldmen.

The new Fieldmen were experienced County Agricultural Extension Agents from the area in which they were employed as Fieldmen. The new men, and the Association in which they were employed, were:

- No. 1-- Laurenz S. Greene, former Cloud County Agent.
- No. 2--HoBart Frederick, former Reno County Agent.
- No. 3--Danny D. Trayer, former Finney County Agent.
- No. 4--M. Lester Cox, former Riley County Agent.
- No. 5--Beverly Stagg, former Norton County Agent.
- No. 6--Orville Denton, former Assist. Montgomery County Agent.

Association Finances—1959

The expanded program with two Fieldmen per Association was financed by Kansas State University increasing its share of the fieldmen's salaries from \$1,980 in 1959, to \$3,000 in 1960.

Membership dues were increased to \$60 per year. Resources for each Association were about \$24,000 annually.

Need Larger Size Farms—1962

Observations made by the Fieldmen, as related in their report for 1962, were:

Studies of current farm records show that for a farm, to provide a reasonably satisfactory family living by today's standards, requires a \$100,000 or larger investment, producing \$20,000 or more gross income, and a \$4,000 or higher net income.

This average income will allow only a slow increase in net worth. Farms in the six Farm Management Associations in 1961 averaged a net income of \$7,374 out of a \$27,339 gross income. Farm expenses use up 75 percent to 80 percent of gross income, leaving only 20 percent to 25 percent for family living and getting ahead.

The economics inherent in a large business usually will be reflected in net income. The 'spread' in the return for labor and management between the high-income and low-income farms is widening.

There is an increasing reward for good management. High-income farms specialize, or concentrate on two or three major enterprises, and expand each to the limit of some resource before adding

another enterprise.

Modern technology must constantly be applied to increase crop yields, production per livestock unit, gross income per man, and to reduce unit costs of production. Efficiency is the key to success.

Where capital is limited, it should be used first to increase crops and/or livestock production before being tied up in real estate.

Add Association Fieldmen—1964

In late 1963, the number of farmers desiring Farm Management Association service was sufficiently great in Associations No. 3 and No. 6, the southwest and southeast portions of the state respectively, that the Directors of those Associations took action to add a third fieldman to each association staff.

The Association Fieldmen employed were:

- No. 3 - Robert J. Hamilton, former Rush County Extension Agent, February 1, 1964.
- No. 6 - Don D. Pretzer, former Miami County Extension Agent, January 1, 1964.

Fieldmen Responsibilities Expand—1964

In return for the increased financial support from the Kansas Extension Service, the Fieldmen were expected to participate to a greater extent in educational activities, including:

- 1) Share their experiences and observations with the Extension staff through Agent training programs.
- 2) Serve as consultants for the District Farm Management Specialists and County Extension Agents, particularly by assisting with group meetings of cooperators.
- 3) Give greater assistance in the conduct of Extension field days.
- 4) Work more closely with state Extension Farm Management Specialists and resident-research staff in preparing materials, news articles, and publications based on records from the Association farms and from enterprise records on a limited number of selected enterprises.

FM Association Adjustment & Expansion in the 1960's

Effective January 1, 1960, membership in the Farm Management Association increased according to a plan for expansion.

While the program was expanded to two fieldmen per association, the University decreased its share of the fieldmen's salary from \$1980 in 1959 to \$1500 in 1960.

Membership dues were increased to \$60 per year. Resources for each of the six associations became about \$24,000 annually.

Membership growth has been as follows:

	Associations						TOTAL
	1 NC	2 SC	3 SW	4 NE	5 NW	6 SE	
1959	259	171	206	215	210	206	1,267
1960	310	300	296	285	308	314	1,813
1965	382	445	460	338	315	444	2,384
1970	452	453	575	478	419	605	2,982
1975	515	532	569	519	366	569	3,070
1980	582	449	621	585	446	620	3,303
1985	347	447	430	581	177	609	2,591
1988	367	450	462	582	182	600	2,643

FM Association Expansion—1966

Further expansion of the Farm Management Associations to add two more fieldmen and 200 more farmers was planned for 1966. It was estimated that the program could be further expanded to include up to 10 percent of the commercial farmers in Kansas.

FM Objectives—1966

The 1966 Association program had a three-fold objective:

- 1) Assemble production and cost data from operating farms for research in Farm Management.
- 2) Analyze the figures for use in resident teaching and educational programs by Extension personnel.
- 3) Do personal counseling and training in decision making to cooperators on farm visits, by the fieldmen.

FM Project—1966

The project included:

- 1) Account books for both farm business and family living.
- 2) A fieldman to make farm visits and counsel on farm plans.
- 3) A weekly Farm Management and Marketing Newsletter.
- 4) A Farm Management analysis of the farm business.
- 5) An area analysis report for comparison of farm business measures.
- 6) A summary of family living costs of the cooperators.
- 7) An annual summary meeting in each county reporting the year's results.

- 8) An annual Farm and Family Living Outlook Meeting.
- 9) Tours or other special county or association activities.

FM Reorganization—1966

Reorganization of the Association program was imperative to the future success of educational programs for commercial family farms when future consideration was given to:

- 1) Expansion of the Association program in terms of number of cooperators and fieldmen.
- 2) The future certainty of electronic computing systems for farm records and the need for centralized and efficient processing centers.
- 3) Location of Area Extension Specialists at the grass-roots level and coordination of Farm Management Educational Programs with other Extension programs.
- 4) Determination of clerical staff needs to anticipate computing and record-keeping job responsibilities.
- 5) Consideration of economies of scale in terms of number of associations, number of fieldmen per association, and number of cooperators per fieldman.
- 6) Efficiency of area office and satellite office locations in terms of office expenses, travel expenses, driving time, and telephone and postage costs.

FM Expansion Committee

The Farm Management Association Expansion Committee, composed of one fieldman per association, developed a plan outlining proposed new association boundaries, area and satellite office locations, and the time table for accomplishing these changes. The plan was approved by the Director of Extension, Harold Jones.

Analyze FM Data

A major reason for the location of fieldmen at Area Extension Offices was to provide a central location for the gathering of data for computer input and the transmission of data to the state office and return.

A project in electronic data processing of farm records was developed and approved. Necessary funds were provided for hiring a staff member to initiate this project in 1968.

Publicize FM Association Income Data

A Farm Management Summary and Analysis Report was prepared each spring by Farm Management Economists in the six Farm Management Associations in Kansas.

Farm Income At Highest—1966

In 1966 this report summarized the farm records of 3,070 families enrolled in the Kansas Farm Management Association Program. Net income for these farms averaged \$11,079, an all-time record.

The report provided a wealth of information on the kind of year 1966 was for that group of Kansas farmers. The fact that net income was at a record high for these farmers was particularly newsworthy.

Farm Income Figures—1966

Little, if any, information on farm income figures for Farm Management Association members had been made public prior to 1966.

It was apparent, however, that the 1966 figures offered an excellent opportunity to publicize the Kansas Farm Management Association Program and the success of farmer-members in 1966.

Gary Vacin, Extension Economist, Development Information, initiated a program to publicize the record income figures.

Newspapers in Kansas were more apt to carry stories prepared by Extension Information if they were localized for the area served by the newspaper.

Data in the yearly report of the Farm Management Association lent itself well to localization since there were six individual associations, each covering a section of the state.

The report carried a section on each of the six associations, giving farm business record information for each.

Kansas Farm Management Field Days

Six separate news articles were prepared, one for each association. Each story carried information on net income, gross income, production expenses, family living expenditures, and numerous other farm records. Names of the fieldmen for each association were used in each story, providing another means of localization.

To supplement the coverage obtained from these articles, a story was prepared for the July issue of The Kansas Agricultural Situation covering farm income figures for the entire state, as well as for each of the six associations.

Extension Economists in Farm Management held the first Kansas Farm Management Field Day on August 1, 1967.

It was a means of demonstrating good selection and use of resources on Kansas farms to 300 farmers

and interested businessmen from eastern Kansas who attended.

Eastern Kansas Field Day—1967

The event was co-sponsored by the Farm Management Associations; the Department of Economics, Kansas State University; Douglas County Extension Council; and the Agricultural Committee, Chamber of Commerce of Kansas City, Missouri.

The objective of the field day was to demonstrate the selection of farm enterprises adapted to the farm and to the interests of the farm family, as well as good utilization of resources.

Host farmers discussed their farm management decisions, their present operations, and future plans.

Press Day—1969

A new and successful addition to the 1969 program was a press day preceding the public field day.

The radio, television, and newspaper representatives were given a guided tour of field day farms, encouraged to take pictures, and to interview families. An evening dinner was sponsored by local organizations interested in agriculture.

FM Organizational Changes—1967

In 1967, Harold Jones suggested that several major steps be taken to improve the operations of the six Kansas Farm Management Associations.

The operational changes provided for a more smooth and efficient functioning of the Farm Management Associations and the Farm and Home Management Educational Programs.

Major steps taken to improve operations included:

- 1) Locating and establishing Farm Management Association headquarters in the six Area Extension Offices at Hutchinson, Garden City, Colby, Concordia, Hiawatha, and Parsons.
- 2) Locating and establishing five Farm Management Association satellite offices at Wamego, Garnett, El Dorado, Greensburg, and Hays.
- 3) Reorganization of the six association's geographical boundaries.
- 4) Preparation and approval of Memorandums of Understanding between the Kansas Extension Service and the Farm Management Association as represented by each County Director.
- 5) Initiation of a project in electronic data processing of farm records.

FM Changes—1968

The changes proposed for January 1, 1968, were accomplished. Associations III and V functioned within the new boundaries.

The changes proposed for January 1969 were discussed with the directors of the Farm Management Associations during the 1968 board meetings. At that time, 12 of the 20 fieldmen were located in area offices and five in satellite association offices. Only three fieldmen remained to be moved to Area Extension Offices.

FM Memorandums—1968

Memorandums of Understanding were discussed

and approved at all six association board meetings. All parties' signatory to these memorandums were guided by a uniform set of policy statements.

When problems arose concerning operations, reference was made to the Memorandum of Understanding for clarification.

Lighter Fieldmen's Loads —1968

In 1968 association budgets were prepared on the basis of 150 association members per fieldman. This decreased workload allowed more time for materials, preparation, and additional farm counseling visits.

FM Adjustments & Expansion in the 1970's

Two Field Days: East/West—1970

Awareness of existing successful production and management programs is the lifeblood of Extension. After Kansas Extension Field Day programs had been held in eastern Kansas for three years, this type of event was offered in two areas of the state in 1970.

This was done to facilitate travel by participants, and to be able to work with more manageably sized groups. It permitted those attending to view farms adapted to the environment in their area of the state. About 450 people participated in the eastern tour, 250 in the western one.

New Variable Services—1971

A Variable Service Plan began January 1, 1971 with three different levels of service offered to Association members. It was the result of planned committee work and was well received by most members.

Because of many variables in size and complexity of farms in the Association Program, this plan fulfilled a need that had existed for many years.

As Farm Management Fieldmen worked with the top group of farmer members and provided more specific educational information, other farmers realized the value of more management time.

Cash flow planning, farm business and estate planning, lease arrangements, enterprise analysis, and discussion of family goals are some of the topics that were taught to the top managers group.

Efficiency Changes—1970's

In order to use a Fieldman's time to maximum efficiency two significant changes were made in the early 70's.

First, since the tenure of members varied from one to thirty years, different levels of management assistance was required. One of two regular farm visits that had previously been made were cancelled.

In return cooperating members received the opportunity to "request" a visit when a problem requiring counsel presented itself.

Eliminating 150 routine, fourth visits and using that time to visit farms where problems existed was a major improvement in service.

Secondly, in place of the suspended routine visits, two-day Top Operator Clinics were held in each county in February.

Eight hours of intensive discussion during slack farm labor time covered subjects such as estate planning, buying vs. renting machinery, using credit, etc.

By eliminating 40 working days of routine farm visits, it was possible to use half the time for the clinics and the balance on the farms where problems existed.

FM Variable Dues—1970

A belief that Farm Management Association members should pay on the basis of services received led to a pilot trial of variable dues in Association No. 2.

A pilot project was initiated on January 1, 1970. It recognized:

- 1) The great variation in the volume and complexity of farm businesses within the association.
- 2) The need to determine costs on the basis of counseling, advising, and training service requested.
- 3) The necessity to adjust existing Extension resources to handle such an educational program.

Prior to the pilot project a survey showed that about 30 percent of the membership wanted more educational assistance, 50 percent about the same, and 20 percent less. However, during this first year only about 10 percent actually asked for more help.

The three option levels and dues were as follows:

- 1)_Advanced Service — \$200 annual dues.
 - Two, one-half day visits in prime season time.
 - One optional visit on request by member.
 - All day depth management school.
 - All current services (newsletters, pre-check, tax estimating and assistance, analysis and summary of business).
 - Spring summary meetings, tours, etc.
- 2)_Regular Service — \$125 annual dues.
 - Same service as previously offered.
 - All day depth management school.
 - One farm visit (in late summer or fall).
- 3)_Reduced Service — \$100 annual dues.
 - Tax estimating and assistance for limited time.
 - Analysis of business (on request)
 - One management meeting per county.
 - No farm visit.

The five other associations appointed committees to study the possibility of their using the variable dues system.

Each Farm Management Association had a headquarters office. With the increase in the number of farmers in the program, and the addition of other fieldmen, several satellite offices were established.

Separate Offices

There were apparent functional advantages of fieldmen being in close proximity to a concentration of member-farms in a few counties, or in a small area

quite distant from the headquarters office.

There were also many professional advantages of all fieldmen in an Association working from one office to facilitate frequent exchange of ideas, experience, local information, and uniformity of service.

Both plans evolved because of the variation in the number of counties in the different Associations, and the large number of member-farms in some counties. A few outlying offices were established in 1960. By 1969 others were added.

Office Locations—1972

The locations of all offices and the number of fieldmen located at each office in 1972 were as follows:

No.	Assn. Headquarters County - Town	No. of Fieldmen
1	Cloud - Concordia	3
2	Reno - Hutchinson	3
3	Finney - Garden City Satellite—Kiowa-Greensburg	3 1
4	Pottawatomie - Wamego Satellite—Brown-Hiawatha	1 2
5	Thomas - Colby Satellite—Ellis-Hays	2 1
6	Neosho - Chanute Satellite—Anderson-Garnett Butler - El Dorado	2 1 1

Further Expansion—1974-77

Interest in expansion of the Associations in the 60's accelerated through the 70's. Associations No. 1, 2, and 4 added a fourth fieldman in 1974 and Association No. 5 added a fourth fieldman in 1977.

Limitations on University funds made it necessary to restrict the number of fieldmen to four per association.

Legislative Appropriation—1978

In 1978, the Governor and the Kansas Legislature recognized the contribution of the Kansas State University Economics Department programs to Kansas.

An appropriation was provided that enabled the Extension Division to fund a fifth fieldman position in each association as well as a statewide coordinator and other state Extension specialists in farm management and marketing.

Farm Management Associations 1 and 4 added a

Graphic 1
Kansas Farm Management Associations

	<u>1959</u>	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>
Farm Units ¹	1,267	1,813	1,850	1,900	1,935	2,125	2,451	2,610
Families —	2,160	2,220	2,269	2,320	2,500	2,831	3,070	
Farms in Summary	1,071	1,573	1,617	1,669	1,755	1,892	2,121	2,302
No. of Fieldmen	6	12	12	12	12	14	16	17
Families per Fieldmen	211 ³	180	185	189	193	179	177	181
% Units in Summary	85%	87%	87%	88%	91%	89%	87%	88%
	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
Farm Units ¹	2,885	2,922	2,939	2,982	3,054	3,063	3,036	3,108
Families	3,260	3,395	3,449	3,502	3,639	3,645	3,617	3,824
Farm Units Analyzed ²						2,468	2,631	
Farms in Summary	2,418	2,552	2,444	2,304	2,383	2,375	2,465	2,603
No. of Fieldmen	18	20	20	20	20	20	21	22
Families per Fieldmen	181	170	172	175	182	182	172	174
% Units in Summary	84%	87%	83%	77%	78%	78%	81%	84%
	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>
Farm Units ¹	3,070	2,972	2,904	3,160	3,355	3,303	3,234	2,937
Families	3,840	3,828	3,807	4,101	4,592	4,382	4,471	3,994
Farm Units Analyzed ²	2,545	2,851	2,961	3,040	3,145	3,156	2,981	2,728
Farms in Summary	2,515	2,457	2,472	2,446	2,531	2,498	2,424	2,286
No. of Fieldmen	23	23	24	25	28	28	28	26
Families per Fieldman	167	166	159	164	164	156	160	154
% Units in Summary	82%	83%	85%	77%	75%	76%	75%	78%
	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>		
Farm Units ¹	2,780	2,594	2,591	2,580	2,609	2,643		
Families		3,783	3,621	3,250	3,437	3,514	3,535	
Farm Units Analyzed ²	2,478	2,388	2,321	2,213	2,265	—		
Farms in Summary	2,071	1,927	1,921	1,866	1,920	—		
No. of Fieldmen	25	23	23	23	23	23		
Families per Fieldman	151	157	141	149	153	154		
% Units in Summary	75%	74%	74%	72%	74%	—		

¹ Partnership and corporate farms are counted and analyzed as one unit even though they may have more than one operator.

² Individual farm analysis was done with manual procedures by the Association staffs from 1959-1972. Records of total farms analyzed are not available.

³ Units per fieldman.

fifth position in 1978; 3 and 6, a fifth position in 1979; and No. 2, a fifth position in 1980.

A full-time coordinator position for the Association program was established in 1978.

FM Advisory Board—1978

The need for more effective coordination and planning between the six boards of directors and Kansas State University was recognized in 1978 by LeRoy Miller, President of Farm Management

Association No. 4.

Miller and Leonard Parker, the newly appointed full time coordinator, called a meeting of the presidents of all six Farm Management Associations.

Discussions at this meeting and encouragement from Director of Extension, John Dunbar; Head of the Economics, Paul Kelley; and Assistant Department Head, Donald Erickson, resulted in the forma-

**Graphic 2
Growth of Farm Management Associations—1931-1980**

<u>Year</u>	<u>Assns</u>	<u>Counties</u>	<u>Fieldmen</u>	<u>Farms</u>	<u>Year</u>	<u>Assns</u>	<u>Counties</u>	<u>Fldmen</u>	<u>Farms /Families</u>
1931	2	11	2	328	1960	6	105	12	1,813 2,160
1932	2	16	2	278	1961	6	105	12	1,850 2,220
1933	2	19	2	248	1962	6	105	12	1,900 2,269
1934	2	20	2	256	1963	6	105	12	1,935 2,320
1935	2	21	2	284	1964	6	105	14	2,125 2,500
1936	2	21	2	285*	1965	6	105	16	2,451 2,831
1937	3	30	3	450*	1966	6	105	17	2,610 3,070
1938	4	49	4	631	1967	6	105	18	2,885 3,260
1939	4	48	3	542	1968	6	105	20	2,922 3,395
1940	4	49	3	430	1969	6	105	20	2,939 3,449
1941	4	50	3	460*	1970	6	105	20	2,982 3,502
1942	4	51	3	490*	1971	6	105	20	3,054 3,639
1943	4	53	3	529	1972	6	105	20	3,063 3,645
1944	4	67	4	790	1973	6	105	21	3,036 3,617
1945	4	67	4	820	1974	6	105	22	3,108 3,824
1946	4	67	4	860*	1975	6	105	23	3,070 3,840
1947	4	67	4	900*	1976	6	105	23	2,972 3,828
1948	4	67	4	940	1977	6	105	24	2,904 3,807
1949	4	68	4	982	1978	6	105	25	3,160 4,101
1950	6	105	6	1,477	1979	6	105	28	3,355 4,592
1951	6	105	6	1,475	1980	6	105	28	3,303 4,382
1952	6	105	6	1,403	1981	6	105	28	3,234 4,471
1953	6	105	6	1,355	1982	6	105	26	2,937 3,994
1954	6	105	6	1,237	1983	6	105	25	2,780 3,783
1955	6	105	6	1,216	1984	6	105	23	2,594 3,621
1956	6	105	6	1,219	1985	6	105	23	2,591 3,250
1957	6	105	6	1,198	1986	6	105	23	2,580 3,437
1958	6	105	6	1,273	1987	6	105	23	2,609 3,514
1959	6	105	6	1,267	1988	6	105	23	2,643 3,535

* Estimated

tion of the Kansas Farm Management Association Advisory Board.

The first constitution and bylaws of that state-wide

Kansas Farm Management Association's Advisory Board were developed.

FM Adjustments and Expansion in 1980's

The decade of the 80's was marked by the trauma of splitting off some parts of the Farm Management Association program to a privately based operation headed by several former Farm Management Association fieldmen.

Restructure Associations—1980's

This phenomenon, coupled with an intense investigation by Washington officials regarding the relationship of the Farm Management Association program to other agencies and programs, precipitated a formal restructuring of the program in the early 1980's.

Not-for-Profit Corporations—1984

Beginning January 1, 1984, the Associations were formally organized as not-for-profit corporations under the laws of the State of Kansas. The appropriate applications were filed. The Associations qualified as educational, not-for-profit corporations, under code section 501-C-3 of the Internal Revenue Code.

Office of Inspector General regulations permitted a working relationship between the Federal Cooperative Extension Service and a not-for-profit organization that qualified under this code section.

Financial Crisis—1980's

The rural financial crisis of the 1980's had its impact on Kansas Farm Management Association members as it did on all commercial farmers.

There was a return to greater emphasis on production efficiencies and on forward planning for profit.

In assisting farmers through this period, extensive use was made of forward planning tools, such as the FINPACK series, and the Kansas-born K-FARM.

Expertise in use of manual budgeting, cash flow projection, and forward planning were revitalized by Farm Management Association staffs during this period.

Records of the Kansas Farm Management Association account books and appropriate analysis from the K-MAR-105 program provided the basis for this activity.

Association Growth—1988

Improving conditions in the last half of the decade, along with the proven ability to respond to the planning needs of Kansas agriculture, was the stimulus to a resurgence in the growth and expansion of Farm Management Associations.

The recurrence of waiting lists in Farm Management Associations came in 1988.

Three of the six associations developed a special level of membership to provide an annual computerized forward financial and/or marketing plan.

These pilot programs were being monitored as models for the future in 1988.

The Kansas Farm Management Association Program has served since 1930 as a prime example of a super successful Extension program.

This program served as an "outreach" for the flow of viable extension information, a firm base for research data, and a meaningful support system for on campus student teaching. Each of the 3-4,000 farm management cooperators served as a result demonstration in all of the 105 counties in Kansas.

It has filled the mandate of Kansas State University, as a Land Grant University, and of the Co-operative Extension Service under the Smith-Lever Act, to "Take the University to the People."

Computer Era

Computer Pilot Program—1969

The 1970's also ushered in the era of the computer in record keeping. In 1969, a pilot program in Electronic Data Processing of Farm Records was initiated by Kansas State University.

Larry Langemeier was given the responsibility of developing and testing this new endeavor through the Farm Management Associations.

Many other persons, including the Vice President for Agriculture, the Director of the Experiment Station, the Director of Extension, the Head and Assistant Head of the Department of Economics, the Section Leader, and the 20 Association fieldmen cooperated in the initial effort.

K-MAR-105—1969

On August 14, 1969, an organization known as K-MAR-105 (Kansas - Management Analysis Research - 105 counties) was formally organized to implement the handling of computerized farm records on a monthly or quarterly basis.

The program was offered to all Association members as an option to the manual account book. It allowed the farmer to enter, on a periodic basis throughout the year, This included:

- Receipts.
- Expenses.
- Inventories.
- Crop production records.
- Accounts receivable and payable.

- Payroll.
- Enterprises.
- Other special data on a periodic basis.

Updated reports were provided members on a systematic basis throughout the year. These options were not possible under the manual system.

Manual Account Book—1972

In 1972, Don Pretzer, Section Leader and Extension Economist Farm Management, and Larry Langemeier, Extension Economist, Farm Management Studies, coordinated the development of a new manual account book with the improving K-MAR-105 Analysis System.

All year-end totals and whole farm and enterprise data were precoded for processing by the K-MAR-105 year-end analysis program.

The new manual account book was put to use in 1973. Individual records and the Association and State Record Summaries were done by computer with the K-MAR-105 year-end program for 1973 and succeeding years.

Kansas Society of Farm Managers and Rural Appraisers

Three Kansas State University personnel and one former KSU employee had met earlier to discuss the need for an organization in Kansas of persons involved in professional farm management and rural farmland appraising.

Organize FMRA—1963

The Kansas Society of Farm Managers and Rural Appraisers (FMRA) was organized in 1963.

Groundwork for the organization was laid by John Coolidge, Extension Specialist, Farm Management along with Fred Bortfeldt, Agricultural Economist; O.W. Bidwell, Agronomist; and Marvin Clark, professional farm manager and rural appraiser from Paola and formerly a KSU Extension Economist, Farm Management Association.

FMRA Purpose

The primary objective of the organization was to provide an educational base for persons involved in farm management and/or farmland appraising, and to make possible cooperative projects intended to provide professional aids.

Most persons engaged in professional farm management and farmland appraising worked in near isolation from a subject matter viewpoint and needed a means of getting together on an educational basis with others in their profession.

FMRA Membership

Twenty-nine charter members established the organization at Belleville, Kansas, in 1963, following a tour of irrigation farms in the Bostwick area of North-Central Kansas. By 1970, membership had grown to 142. Membership continued to grow steadily and stood at 454 members at the end of 1988.

Membership included self-employed farm managers and farmland appraisers, employees of management and appraisal companies, real estate brokers, and representatives of banks, insurance companies, Farmers Home Administration, Farm Credit Services, and Kansas State University.

Biannual FMRA Meetings

Two educational meetings were held each year. A winter meeting was held on the Kansas State University campus and a summer meeting at various locations over the state.

Program participants were Kansas State University personnel, other professional Kansas Society members and guest program participants knowledgeable in topics pertaining to farm management and farmland appraising.

By 1988, six intensive week-long training schools in rural appraising had been coordinated by the Kansas Society FMRA and instructed by the American Society FMRA.

A total of 303 participants had received specialized training in the six schools by 1988. One farm management school for professional farm managers was conducted with 30 participants.

Farmland Sales Data—1971

A farmland sale data collection program was initiated in 1971. Members submitted sales information to the Extension Agricultural Economics Department. The sales were published by individual counties and also as an annual state volume.

By 1988, 25,400 farmland sales had been published for use by farm managers and rural appraisers. Data were made available at a nominal cost. An average of approximately 150 state volumes were purchased annually.

A quarterly survey of farmland sales and sales activity was initiated in 1974. Each quarter (three-month period), approximately 30 Kansas Society members across the state participated in the survey. Respondents indicated whether farmland prices were

going up, remaining the same or going down.

They also reported on the relative number of farmland sales in their area during the period. The results were reported to members in periodic newsletters and used as a basis for quotes to the news media.

FMRA Newsletters

Six newsletters were prepared annually for members of the Kansas Society FMRA. Members were kept posted on available publications, coming educational meetings, shortcourses and schools and quarterly farmland survey results.

FMRA Office/Officers

Headquarters for the Kansas Society of Farm Managers and Rural Appraisers has continued to be in the KSU Agricultural Economics Department since its inception in 1963.

Agricultural Economics personnel served as Secretary-Treasurer during the life of the organization have included: Merton Otto (1963-67), John Coolidge (1967-69), John Schlender (1970-80), Wilfred Pine (1981-85), and John Schlender (1985 to present).

Dairy Farm Records Associations

In 1935, plans were made for Dairy Herd Improvement Associations (DHIA) to enlarge their program to include farm business records for Farm Management studies, in addition to the usual records for the dairy herd.

Dairy Herd Record Report—1935

A 1935 Extension Dairy Specialist's report stated:

Dairy Farm Record Work Inaugurated

Plans have been completed and partially put into effect whereby all Dairy Herd Improvement Associations will become "Dairy Farm Record Associations." Under the new name they will sponsor both DHIA work and farm record work for their respective members.

The new organization will endeavor to develop good farm management and good dairy herds in order to completely round out the farming unit as a profitable enterprise.

The cow tester, as the DHIA supervisor has always been known in Kansas, is to become an Assistant County Extension Agent. Three hundred dollars per year is being added to the salary of the Assistant Agent by the College Extension Service (Bankhead-Jones funds).

The Farm Management Specialists are cooperating by planning the record book and will assist with the schools and yearly summaries. The Dairy and Agricultural Economics Departments will assist with the annual studies.

Dairy Records—1936

During 1936 all Associations operated under the new plan. The Farm Management Association record books, with several special pages added for dairy, were used by the dairymen.

A two-day school was held for the DHIA supervisors to give them training in keeping the additional records and to enable them to become familiar with the possible benefits to the dairymen.

Dairy Record Keeping—1936-1947

Not all, but approximately 75 percent (in 1936) of the Dairy Farm Record Association (DFRA) members, kept the farm management portion of the record book as well as the dairy record. The percentage of members cooperating varied from year to year.

The participation and progress in the dairy farm record program was not as successful as anticipated.

In 1940, for example, the Associations included 420 herds. Only 137 of these dairymen kept the complete farm record book; 87 of these were turned in for analysis but only 58 were complete enough to be summarized.

The 1941 Extension Farm Management report stated:

A study of the farm record books for 1940 which were turned in for analysis shows that in the highest income farms which followed more of the good farm management practices, high-income production factors are necessary. Characteristics of high-income farms have been observed to involve the following:

- 1) Size of business.
- 2) High gross production.
- 3) A balance of crops and livestock.
- 4) Low costs of production.
- 5) Timely marketing.

In 1944 only 29 record books were submitted for summary, only 25 complete enough for analysis. This low number was attributed to the lack of assistance by the DHIA supervisors.

In 1945, of 444 DHIA members, 50 books were turned in but only 31 complete enough for analysis.

By 1946, 50 Dairy Farm Record Association members had become members of the Farm Management Associations.

Twenty-three others had books acceptable for analysis. These were included in a dairy summary that included all Farm Management Association members with 25 percent or more of their gross income from a dairy enterprise.

Drop Farm Records—1947

Lack of participation in keeping overall farm business records by members of the Dairy Farm Record Associations, and lack of funds, required that the

Dairy Farm Record Program be dropped, on June 30, 1947.

Assistant County Extension Agent positions for Dairy Supervisors were discontinued.

From 1935 to 1947, progress in dairy production was shown in reports made by Extension Dairy Specialists:

Item	1936	1946	1960
No. of Assns	12	19	53
No. of Herds	244	475	791
No. of Cows Tested	4,522	8,391	20,061
Sires Proved	48	26	135
Pounds of Milk	8,506	8,527	9,965
Pounds of Fat	332	351	384
Value of Production	\$159	\$327	NA
Feed Cost	74	121	NA
Value of Production above Feed Cost	\$85	\$206	\$260

Personnel Shortage in DFRA—WW II

During the period from 1936 to 1947, Dairy Farm Record Associations had difficulty keeping well qualified Supervisors, especially during the years of World War II.

In several cases the Supervisor position was vacant from a few months to two years. In other cases, a Supervisor in one Association was able to do some work in a nearby Association where a vacancy would otherwise have existed.

The vacancies brought about an unsatisfactory situation for those dairymen who were attempting to prove bulls or establish herd records.

The Dairy Farm Record Association program did, however, promote Farm Management Association work and developed an appreciation of well-qualified DHIA Supervisors.

Balanced Farming & Family Living (Farm & Home Development)

Balanced Farming and Family Living is a term used in Kansas for an overall program of farm business organization and management, and family planning.

Often the term, "Balanced Farming" was used to refer to that program, and in the late 1950's the term,

"Farm and Home Development" came into use.

That term was used throughout the United States in reference to similar programs in other states and its use was encouraged by the Federal Extension Service.

The development of Farm Management Association programs brought out the need to make greater use of farm business records and to do more intelligent planning to operate a farm.

BF&FL Publications—1940

Farm and home planning guides and other materials were provided by Extension Farm Management Specialists, beginning in 1940.

They developed:

- 1) Planning work books.
- 2) Standards of production.
- 3) Labor requirements.
- 4) Enterprise record forms for crops.
- 5) Enterprise records for livestock systems.
- 6) Efficiency tables.
- 7) Budgets for livestock enterprises.
- 8) Farm business analysis measures.
- 9) Farmstead planning guides.
- 10) Farm management handbook material.
- 11) Aids for use by County Agents working with farm families.

In 1946 all Extension Specialists contributed material for a mimeographed Balanced Farming and Family Living Handbook for use by Extension personnel and leaders.

The planning booklet, More Money From Your Farm, had the widest acceptance and usage. It was a farm budget method of comparing several combinations of cropping systems and livestock enterprises.

Short-cuts were provided that greatly reduced the calculation time formerly required to estimate possible income from the various options for use of resources in a farm business.

Ten thousand copies of the first edition were distributed to farmers in Kansas, several other states and a few foreign countries.

The planning guide, frequently called the Block Budget, was developed in 1954 by a subcommittee of the North Central Extension Farm Management Committee. H. C. Love, then a Kansas Extension Farm Management Specialist, was a member.

It was revised and better adapted to Kansas conditions by J. H. Coolidge and R. W. McKinney in 1955.

BF&FL Training

Materials prepared for the Balanced Farming and Family Living program were used by Extension Farm

Management Specialists to train County Extension Agents, certain state personnel, and selected farm families.

Further training in the preparation of Balanced Farming plans was provided for all Extension Specialists and supervisors in 1946. Two training sessions of two days each were conducted on a farm near Manhattan.

Those being trained walked over the farm, inspected farm buildings and the house, and visited with the farm owner and tenant to learn about the condition of fields and buildings.

Trainees were then placed in small groups of four or five and asked to develop a suggested plan for adjustments in the operation of the farm, and on plans for improvement of the home.

The last afternoon of the two-day school or workshop was devoted to a review of the plans developed by the different groups. The owner and tenant participated, asked questions, and contributed to the discussion.

Later in 1946, eleven two-day district schools were conducted for training County Extension Agents. At these training schools, ten counties were selected to pilot intensive planning programs to start in December, 1946.

These counties were: Allen, Butler, Rice, Rush, Stafford, Johnson, Brown, Wabaunsee, Dickinson, and Republic.

In each county, four meetings were held for farmers and their wives. From 10 to 26 families participated in each of the counties.

The four meetings were devoted to:

- 1) Water Management and Crop Rotation.
- 2) Livestock Systems to Balance Feed Program.
- 3) Farmstead and Home Improvement Plan.
- 4) Family Financial Planning.

Specialists in Engineering, Home Economics, Agronomy, Animal Husbandry, Poultry and Dairying assisted with at least one of the training meetings.

BF&FL Committees—1946

In 1946, one of the nine committees within the Division of Extension was "County and State Program Organization Committee."

This committee, headed by L. C. Williams, Assistant Extension Director, designated four subcommittees:

- 1) Coordination and Integration.
- 2) Balanced Farming and Family Living.

- 3) Schedules.
- 4) Methods of Procedure and Projects.

The Balanced Farming and Family Living sub-committee was chaired by Frank Blecha, District Extension Agent, with the following Extension faculty members:

E. H. Teagarden, District Agricultural Agent.
 Paul Griffith, Farm Management Specialist.
 Vivian Briggs, Family Life Specialist.
 L. E. Willoughby, Agronomy Specialist.
 Gertrude Allen, Specialist in Foods and Nutrition.
 Mary Elsie Border, 4-H Club Assistant State Leader.
 Eula Mae Kelly, Assistant Extension Editor.
 Otis Glover, District Extension Supervisor.
 Harry Baird, District Agricultural Agent.
 Gladys Myers, Home Management Specialist.
 Laura Winter, District Home Demonstration Agent.
 Harold Stover, Extension Engineer.
 James Linn, Extension Dairyman.
 John Coolidge, Farm Management Specialist.
 W. O. Stark, Farm Labor Supervisor.
 Vera Ellithorpe, Home Management Specialist.
 W. G. Amstein, Horticulture Specialist.
 A. G. Pickett, Livestock Marketing Specialist.
 Ethel Self, Assistant Farm Labor Supervisor.

Balanced Farming and Family Living was not designated as a project nor assigned to a project. Rather it was considered an overall program to which all Extension personnel were expected to contribute assistance in farm family planning and decision making.

Since the program was largely in the field of farm management a discussion of the progress, methods and achievements are included here.

The Farm Management Specialists included Balanced Farming and Family Living reports with their annual reports.

Other BF&FL Activities—1947

During 1947, other methods used to expand the Balanced Farming program included:

- 1) Extension Agents in each of the counties, other than the ten doing intensive work, selected from two to four families with whom to work in developing farm and home plans. In most counties Extension Specialists provided assistance only when they

were scheduled into the counties for other work.

The Agents gained valuable experience in teaching methods and identified the subject matter most needed in guiding the farm families in their planning.

But as a result of this effort most agents felt that:

- a) The Balanced Farming program was an improved method of doing Extension work, but that;
- b) It was still largely in the stage of personal service, and;
- c) To do it as it should be done would require more time than could be devoted to it under the then existing organization of projects, county programs and activities.

- 2) There were 954 Farm Management Association members in 1947. Each was developing a farm and home plan and gradually improving the farmstead and modernizing the home.

Some were waiting for rural electric power lines to provide an adequate supply of electric power for the farm and home.

Many were cautious and conservative in spending their resources. They were planning for the future but desired to use their financial resources wisely.

- 3) Soil Conservation Service personnel cooperated to the fullest extent by assisting with the development of water management plans. The soil conservation plan for water management and soil erosion control was a part of the overall farm and home plan in the Balanced Farming program.
- 4) The Wabaunsee County Balanced Farming Association, launched in 1947, was another effort to explore effective methods of expanding balanced farming work in Kansas. This is discussed in more detail later.

In November, 1947, district two-day training schools, similar to the ones held in the fall of 1946, were held at Dodge City, Kinsley, and Wichita.

Participants were new County Extension personnel, vocational agriculture teachers, veteran instructors, and County Farmers' Home Administration supervisors.

In December, 1947, similar schools were held at Scott City, Oberlin, Concordia, and Salina.

The following month, January, 1948, the schools were held at Holton, Ottawa, Eureka, Chanute, and Manhattan.

BF&FL Publicity—1947

In 1947, the Balanced Farming and Family Living program was publicized with many feature stories in farm magazines about the achievements of some of the cooperating families.

A large poster giving the ten points of the program was designed and distributed to county Extension offices, banks and other offices where it would tell the Balanced Farming story to many persons.

The poster included:

- 1) Soil Erosion Losses Stopped on entire farm.
- 2) Soil Building Program on all cropland.
- 3) Year-Around Pasture Program including native, tame, and temporary pasture.
- 4) Right Kinds of Livestock balanced with feed and pasture.
- 5) Big Enough Farm Business with high crop yields and efficient livestock production to provide a good family living.
- 6) Well-Placed Buildings and Lots kept in good condition.
- 7) Attractive Place with a nice yard, trees and shrubs.
- 8) Modern Farm Home suitable to family needs.
- 9) Wise Use of Family Resources through home food production, home sewing, home carpentry and shop work, etc.
- 10) Well-Kept Farm and Home Account Books used as guides in operations.

Items five and ten were the key ones. They received major consideration in working with farm families.

Wabaunsee Co. BF&FL Assn.—1947

Following establishment of a Balanced Farming and Family Living program in 1946, Assistant Director L. C. Williams proposed a system whereby a group of families in a county would pay a fee large enough to finance the major portion of a salary for an Agent.

In turn the Agent would devote full time to working with those families in developing farm and home plans. Nearby Wabaunsee County was chosen as a pilot county.

Howard Myers, Wabaunsee County Agricultural Extension Agent, contacted members of the Farm Management Association and other leading farmers and found a high degree of interest.

A preliminary organizational meeting was called for February 4, 1947. At that time a constitution

was tentatively approved and temporary officers elected.

On February 7, 1947, 100 farmers and their wives attended a final organizational meeting. The constitution was adopted and annual dues of \$50 per farm were agreed upon.

Fifty-nine families, landlords and tenants, who operated 52 farms signed the membership agreement.

The officers and board members elected were: Merle W. Converse, President; Elmer Imthurn, Vice President; A. E. Stuewe, Secretary-Treasurer; Roland McKnight, Board Member; Harold Mertz, Board Member.

The Board met each month to confer with the Agents concerning the program of work, financial problems, policies in regard to service to members, and to make further plans.

James M. Nielson, age 25, was employed. He was a graduate of Kansas State University with a major in agricultural economics with an emphasis on farm management and cost accounting.

Nielson was given the title of Associate County Agent. He started work February 10, 1947. He worked under the direct supervision of Howard Myers, County Agricultural Extension Agent, and Paul W. Griffith, Farm Management Specialist.

James Nielson's salary was \$3,400, of which \$2,500 was paid from Federal Extension funds and \$900 from the Association's funds. Other expenses, including travel, were paid from the Association's funds.

The program of work for the Wabaunsee County Balanced Farming Association, according to the Agent's 1947 report included:

- 1) A Livestock Plan
 - a) A definite program to be followed consistently each year.
 - b) Program based on pasture, feed and equipment available.
 - c) Balanced rations combined with efficient management.
 - d) Sufficient volume to provide a good net income:
 - Deferred fed calves - carload.
 - Dairy cow herd - 12 to 15.
 - Beef cow herd - 50 to 70
 - Feeder lambs - carload
 - Ewe flock - 60 to 80
 - Sow herd - 6 to 10

- 2) Cropland Depreciation Returned Annually.
Four percent or more of the long-term value of cropland spent for erosion control and soil building practices each year.
- 3) A Comfortable, Attractive Home.
 - a) Electric lights, running water and sewage disposal.
 - b) Clean-up of farmstead and the surrounding area.
 - c) Remodeling for convenience and comfort.
 - d) Landscaping the home grounds
- 4) A Complete Water Disposal Plan.
 - a) Row crops on land of less than four percent slope.
 - b) 100 percent contour farming.
 - c) Terracing.
 - d) Drainage.
- 5) A Practical Crop Rotation.
 - a) Feed production balanced with livestock plan.
 - b) 25 percent of cropland in a major legume.
 - c) Use of adapted crops and varieties.
 - d) Retirement of badly eroded land.
 - e) Use of fertilizers and lime.
- 6) Pasture Improvement.
 - a) Supplemental temporary pasture.
 - b) Permanent pasture.
 - Adequate water supply.
 - Rotational grazing.
 - Deferred grazing.
 - Mowing of weeds

The Associate Extension Agent, James Nielson, worked on a regular schedule of farm visits to participants in the program, but interrupted his schedule to work with families in the group who had problems that needed immediate attention.

Each family kept an account book. The first assistance given was shown in the inventory and started the records.

Cooperators received a weekly copy of the Trend of Markets, written by Extension Marketing Specialists in the Department of Agricultural Economics.

A limited number of group meetings were held with Extension Specialists.

Gladys Myers, Extension Home Management Specialist, assisted with the program by giving information on keeping home accounts, family planning, managing family living resources and analyzing the accounts at the end of the year.

Farm families in the program were given assistance in developing plans for remodeling their homes. Some of the important considerations were:

- 1) More convenient kitchen arrangement.
- 2) Suitable location for addition of bathroom.
- 3) Addition of more closet space.
- 4) Providing additional workroom space, in many cases.

A set of forms for a septic tank was made available to all cooperators. Rural electric power lines were being installed in 1947 so, some families wired their houses for electricity, constructed a sewage disposal system and became ready for the full use of electricity in their home as soon as the lines reached their farm.

Each spring, summary and analysis meetings were held with the cooperators for a discussion of the analysis of their farm and home accounts by the Specialists and the Associate Agent.

Selected farms were used as stops on tours to study the practices used by successful farm operators.

Termination of the Association program is reported by the County Agricultural Extension Agent in 1949:

The project has been very satisfactory and the 50 cooperating rural families have received creditable services. A complete farm and home plan for expansion or improvement or both has been actually stressed. The results for the amount of money expended cannot be equaled. In fact, comparison with other lines of endeavor would be of mutual benefit.

The cooperators are, indeed, very dissatisfied that the project had to be curtailed January 15, 1949, due to inadequate funds, but 39 of the 50 families switched over to become Farm Management Association No. 4 members under R. L. Rawlins, Fieldman.

The Wabauunsee County Balanced Farming Association demonstrated that farm families were willing to financially support such a program of personal service and educational programs.

The Extension Service was justified in expending the funds on a pilot basis but it was not to continue longer than the two years.

James Nielson took leave without pay to do graduate work toward a doctor's degree at Harvard University beginning January 1, 1949. He resigned June 30, 1950.

BF&FL State Workshop—1948

In November, 1948, a state workshop to consider problems experienced by Extension personnel in working in the Balanced Farming program was held at Kansas State University.

The entire state staff, four Fieldmen, and several County Extension Agents, Extension Home Demonstration Agents and Extension Club Agents participated.

The group was divided into four sections, each to consider one of the following topics:

- 1) Mobilizing the Extension Service in the Balanced Farming program.
- 2) Training program for Balanced Farming and Family Living.
- 3) Working with farm people.
- 4) Working materials.

BF&FL Contests—1948

In 1948, Russell Klotz, County Extension Agent in Jefferson County, with the cooperation of the Kansas Power and Light Company, initiated a county contest among farm families to encourage progress in the development and adoption of Balanced Farming and Family Living plans.

Twelve families completed the contest. It was repeated in 1949 with 24 families enrolled. Awards were made to the three families who rated highest among the families in the progress they were making.

Comprehensive BF&FL Program—1940's

Members of the workshop recognized that Balanced Farming and Family Living was a coordinated Extension program to help farm people use what they had to get what they wanted.

The prevailing philosophy regarding the program during the late 1940's was expressed in this statement by the overall committee:

We regard the Balanced Farming and Family Living program not as an additional project in the counties but as The Extension Program.

The substance of the subcommittee reports was that all Extension personnel should plan their work so that all efforts would be directed to support the Balanced Farming program.

All Extension personnel would be trained to bring about proper coordination and effectively influence people toward the general objectives of Balanced Farming which were:

- 1) Wise use of resources.
- 2) Attractive and suitable farm homes.
- 3) The family planning together.

Balanced Farming and Family Living involved the entire family. Adult and youth plans for the Extension program were to coordinate agricultural and family interests to be effective.

Working materials were to include visual aids of all kinds, a family planning book, practice check sheets, subject matter leaflets, and survey forms to check past performance and current progress.

BF&FL Program Expansion—1949-50

In 1949, the Balanced Farming program progressed further, as follows:

- 1) Farm Management Specialists, in cooperation with other Extension Agricultural and Home Management Specialists, conducted two-day schools for farm families in eight counties, and one-day schools in 25 counties.
- 2) Families who had accumulated three years of records and experience were considered to have "demonstration farms." Those farms were used on tours and field days to show the value of improved practices.
- 3) The 980 families in the four Farm Management Associations also were available for demonstration work.
- 4) Jefferson County conducted a balanced farming contest with 24 families enrolled.
- 5) "Livestock in the Balanced Farming Program," was the theme of a series of schools held in three counties in the Southeast District by the Farm Management Specialists and the Animal Husbandry Specialist for that area.
- 6) Many contacts were made with veterans in the "On-the-Farm" training program.
- 7) The Bankers Association was brought up to date with a talk by one of the Farm Management Specialists at their nine group meetings.
- 8) The farm management phases of Balanced Farming were discussed at five district Farm and Home Conferences held during the winter months.

- 9) The Kansas Balanced Farming Handbook was revised and 1,200 copies mimeographed. This handbook contained 169 pages of agricultural material, 48 pages for engineering, and 69 for home economics.

In 1950, emphasis was on the use of the three Workbooks and accompanying check sheets. The workbook was a large folded sheet with space for a map of the farm, record of crop and livestock production, farm budget, landscaping plan, home furnishings, insurance record and personal needs of the members of the family such as clothing, education, etc.

BF&FL Awards Program—1951

In 1951, an award program was initiated. The Kansas Chamber of Commerce cooperated by providing plaques for county, area and state awards. County award committees selected one or more families for county awards.

Recipient families of the top county award were eligible for consideration for an area award. Families who received the area awards were eligible for the state award.

The award program was often misinterpreted as a contest; a conception that was corrected whenever possible. The award was based on progress a family had made over a three-year period, and not necessarily the extent that a family excelled in top management practices.

The award program as sponsored by the Kansas Chamber of Commerce was continued for years, with the highest ranking family from each administrative district given recognition at the annual meeting of the Kansas Chamber of Commerce.

A family was elected from an administrative district, on a rotation basis, to receive special recognition on Kansas Day at the American Royal Livestock Show, Kansas City, in October of each year.

BF&FL Tours/Field Days—1952

Tours and field days were introduced as new activities in the Balanced Farming program in 1952. The most successful activity was a field day where the entire day was devoted to a study of the operations of one farm.

Each of the ten points of the Balanced Farming program was illustrated by one or more practices. Plans for the future were discussed by members of the farm family, assisted by the Extension Specialists.

One such field day was held on May 21, 1953,

on the Roy Gilliland farm in Jackson County. Points of interest for those in attendance were:

- 1) Proper treatment of a pond drainage area.
- 2) Shaping of the pond and stocking with fish.
- 3) Transition of a poor blue grass stand to wheat and then to brome grass and alfalfa.
- 4) Demonstration in killing brush in the pasture.
- 5) Construction of terraces with farm implements.
- 6) Special rotation of red clover and wheat on what had been worn-out, almost abandoned crop land.
- 7) Watershed treatment and gully control.
- 8) Review of floor plans for a house before remodeling and an inspection of the remodeled home.
- 9) Dairy corral and buildings including all-weather non-freezing water tanks and convenient feeding arrangements for a dairy herd.

Livestock Jamboree—1954

In October, 1954, three Livestock Jamborees were held at Yates Center, Wakeeney and Pratt with 4,000 persons attending.

The day's program consisted of livestock exhibits, judging contests, grading demonstrations, and entertainment by WIBW staff.

These events were sponsored by the Capper Publications, Radio Station WIBW and the Extension Service.

Revise BF&FL Standards—1954

During 1954, the State Balanced Farming and Family Living Committee revised the ten standards by which farm families were to measure their accomplishments in the program. The new standards were designed to include more definite measures of Family Living activities.

They were:

- 1) Soil Erosion Losses Stopped on the entire farm.
- 2) Soil Building Program on all cropland.
- 3) Year-Around Pasture Program including native, tame and temporary pasture.
- 4) Right Kinds of Livestock balanced with feed and pasture.
- 5) Sound Financial Plan based on well-kept farm and home records and a big enough farm business to provide an adequate family living.
- 6) Attractive Farmstead with well-placed efficient buildings and lots.

- 7) Modern Farm Home suitable to family needs.
- 8) Wise Use of Family Resources in the home and on the farm, including purchases, sales, and the utilization of home-grown products and family skills.
- 9) Family Health Protected through proper nutrition and regular medical care, with safety measures a definite part of all farm and home operations.
- 10) Family Participation in Youth Development Programs, such as 4-H Club work, vocational education, and junior farm organization groups.

Asst. Agents for BF&FL—1954

In 1954, the Balanced Farming program received a new impetus by the employment of 15 Assistant County Extension Agents in as many counties, to assist with the program.

Funds for the employment of these Agents came wholly from additional Federal appropriations earmarked for that purpose.

An Assistant County Extension Agent to assist with the Balanced Farming program was placed in a county only after the County Extension Executive Board of the Extension Council, and the other Agents in the county, had given their approval.

The counties in which the Assistant Agents were placed were: Barton, Brown, Chase, Clay, Dickinson, Finney, Greenwood, Johnson, Marion, Mitchell, Montgomery, Norton, Pawnee, Rice and Sumner.

In these 15 counties, the County Extension Agents were expected to work with approximately 50 farm families. The Agents in the other counties of the state were encouraged to work with at least five families for the purpose of gaining experience in such work.

County Extension Agents reported in 1954 that 519 new families started Balanced Farming plans and that 1,524 other families continued to make progress on plans that had been started in previous years.

Most of these families were in a relatively young age group, 25 to 35 years, who were in the process of establishing their pattern of farming and expanding their operations. They usually had limited resources, land, capital or both.

Extension Agents and Specialists provided guidance to those families to help them:

- 1) Make wise use of their resources.
- 2) Obtain additional land, credit, better livestock, etc.
- 3) Apply new technological developments to their farm business.
- 4) Appraise the potential of their farm business.
- 5) Improve their family living.
- 6) Develop the decision making and managerial ability of each member of the family.

Asst. Agent Training in BF&FL—1954

Farm Management Specialists conducted a training conference for the 15 new Assistant Agents in Balanced Farming and the other Extension Agents in those counties where the assistants were working.

This school was devoted largely to explaining the Block Budget and providing practice in its use. This was a new method for quickly comparing the major economic advantages and disadvantages of alternative systems for operating individual farms.

In 1955, nine additional Assistant County Extension Agents were assigned to counties. These were Smith, Cloud, Saline, Ness, McPherson, Pratt, Shawnee, Cherokee, and Crawford.

The Extension Farm Management Specialists intensified their training program for County Extension Agents.

A three-day session was held for all Agents in the counties where the original 15 Assistant Agents were employed. A two-day training session was held for the nine counties with new assistants.

One day on the annual conference program was devoted to methods of assisting families in the Balanced Farming Program.

Much time was also devoted to County visits, work with selected families, and with vocational teachers and veteran instructors.

The use of mass media, tours, field days and the award program had their place in reaching the farm people with this program.

In 1956, Assistant Extension Agents were added in Atchison, Butler, Jewell, Lincoln, Marshall, Ottawa, and Rooks counties; in 1957 in Graham, Jackson, Osage, and Rush counties; and in 1958 in Republic County.

Drought in 1956

There was a severe drought throughout Kansas in 1956. Eighty-eight counties were declared in a disaster area.

Extension Specialists and Agents continued their efforts in the Balanced Farming program by organizing small groups of four or five families to study the many ramifications of Farm Management.

The major emphasis was on the agricultural or income producing side of the farm family's business.

Many Agricultural Extension Agents were given special training by the Extension Farm Management Specialists as they visited a cooperator together, went over the farm plan and reviewed the progress that had been made on the plan.

The number and type of farm planning materials made available and distributed during 1956 included:

- 3,000 Appraisal of Farm Resources and Production.
- 2,000 Farm Inventory and Interest sheets.
- 2,500 Information Needed for Making a Farm Budget.
- 5,000 More Money From Your Farm - The Farm Budget.
- 3,800 Budget for Buying and Fattening Feeder Pigs.
- 3,800 Budget for Raising and Selling Weanling Pigs.
- 1,000 Standards for Man-Work Days.
- 2,500 Balanced Farming Work Books and Check Sheet.
- 2,500 Record of Progress forms to measure accomplishments.

Production Economics Training—1957

There was a shift in the type of training provided for Extension Agents in 1957. Rather than train them only in the analysis and use of farm business records, a series of three seminars was devoted to production economics.

Extension Agents from 25 counties participated. The seminars were held at Holton, Lincoln, and Oberlin.

The subjects covered were:

- 1) Some Basic Concepts in Farm and Home Planning, with emphasis on managerial skill.
- 2) Principles of Diversification, with emphasis on the reduction of risk by combining certain livestock enterprises.
- 3) Least Cost Rations for Livestock.
- 4) Decision Making Principles in Farm Lease Negotiations.

Other forms of Agent training were continued as in the past.

BF&FL Report—1957

In 1957, County Extension Agents reported assisting 4,652 farmers in planning improvements in their farm business, 1,403 in farmstead improvements and 1,886 families in their family living programs.

Agents held 263 meetings on Balanced Farming, and Specialists in Farm Management held 33 meetings in 29 counties with an attendance of 851.

Change BF&FL Leadership—1957

On August 31, 1957, Harold Love, Extension Specialist in Farm Management, resigned to accept a position with the University of Houston, Texas. The position was vacant for one year, resulting in a lag in leadership in the Balanced Farming program.

Victor Jacobs, was appointed Extension Farm Management Specialist on August 15, 1958.

He had worked in Missouri as an Assistant County Extension Agent in the Balanced Farming program., and as a County Agricultural Extension Agent in Illinois.

Jacobs' assignment in Kansas was to provide leadership in the Balanced Farming and Family Living program, often called Farm and Home Development.

Since Extension Specialist leadership had been practically nil for one year, much reviving was necessary.

Jacobs made a careful study of the situation in Kansas, secured the counsel of many individuals and selected groups.

BF&FL Program Situation—1959

In his report for 1959, he made the following statement:

Plans Developed for Strengthening Farm and Home Development Work

The most important development in Project 16 during 1959 was the completion of a comprehensive analysis and evaluation of the Farm and Home Development effort in Kansas, and development of long-term plans for strengthening it.

In cooperation with State and Federal administration, advisory groups, and other Extension workers, the following organization changes were planned and partially implemented:

- 1) Provision was made for increasing the Kansas Farm Management Association membership by nearly 50% from 1,267 to 1,800 members by employing an additional Fieldman in each of the six Associations.

A reduced membership per Fieldman (150 vs. 200 plus) will permit more time for analysis and utilization of record data and assistance to Balanced Farming and Family Living programs.

- 2) Responsibility for Balanced Farming and Family Living was placed in the Farm Management project.
- 3) Plans were made to employ five trained and experienced District Farm Management Specialists. These Specialists will be responsible for assisting county staff members in all phases of Balanced Farming and Family Living.

The Kansas concept of Balanced Farming and Family Living was clearly defined as "to help families apply the management process to their farms and homes" by assisting them in:

- 1) Analyzing their situations in terms of their family goals and resources.
- 2) Developing long-term plans for reaching these goals.
- 3) Carrying out these plans.
- 4) Continuing evaluation and revision.

In order that the Balanced Farming and Family Living (BF&FL) effort and Farm Management Associations might better complement each other, in the total farm and home development complex, families will be graduated from BF & FL at the end of the third year with analysis and planning stressed.

It is believed appropriate that "group methods" be emphasized in future years in view of the type and distribution of personnel resources provided for by these organizational changes.

In anticipation of the need for extensive teaching materials to be used by Agents and District Specialists, their development was undertaken.

During the reporting year group method materials from many states were reviewed and evaluated, and materials for a six-meeting school were partially prepared.

Agent Staffing/Training—1959

By 1959, the number of Assistant County Agricultural Extension Agents was 32.

The original responsibility of these men was to assist County Extension Agents in their work with families enrolled in the Balanced Farming program.

However, in many cases, the position was used primarily to train men to be County Agricultural Extension Agents.

As the plan progressed, there was a shifting of greater emphasis for Balanced Farming to the Farm Management program.

Accordingly, the decision was made to employ an Extension Farm Management Specialist for each of the five Extension Administrative Districts.

The number of BF&FL Assistant Agricultural Agent positions was reduced from 32 to 17, effective January 1, 1960.

The funds formerly used for the 15 discontinued positions were used for employment of the five District Farm Management Specialists, and to supplement the salaries of the twelve Farm Management Association Fieldmen.

The remaining 17 Assistant Agent positions were used primarily for trainees in the Induction Training program.

The five district Farm Management Extension Specialists were:

Jay Treat, former Butler County, Missouri, Agricultural Agent, February 1, 1960, Iola, Southeast District.

Frank , former Brown County Assistant Agricultural Agent, February 1, 1960, Colby, Northwest District.

Kenneth McReynolds, former Clay County Agricultural Agent, March 15, 1960, Hutchinson, Central District.

Wilton Thomas, former Dickinson County Agricultural Agent, June 1, 1960, Manhattan, Northeast District.

John Schlender, former Saline County Agricultural Agent, January 1, 1961, Garden City, Southwest District..

Use of Group Methods—1960's

Group methods were emphasized to achieve maximum accomplishments with a minimum of time and effort by County Extension Agents. The

State Leader proposed extensive teaching tools and materials for efficient teaching of the more complex and abstract principles of management.

Six complete sets of lessons were prepared with illustrative material, handout materials, quizzes, work forms, and complete narrative discussion guides for the Extension Agents' use. Provision was made for continuous family participation.

An extensive Agent training program was initiated in 1960 to develop competence and efficiency in use of management-training materials.

All County Extension Agents participated in a two-day district school to receive training in management and use of the prepared materials. Gradually the District Extension Farm Management Specialists assumed responsibility for continuing the training of Agents.

In 1961, 1,595 families were given assistance by County Extension Agents. Fifty-seven counties started new "groups" comprising 619 families (these are included in the 1,595).

The "group-method" was widely accepted as an effective means of training the families, and as an

efficient use of Agents' time.

The group-method also resulted in greater participation in other phases of County Extension programs, including participation of wives in the group meetings.

The 1962 reports indicated that 99 groups, comprising almost 1,000 families in 77 counties, participated actively in workshops.

Some Agents reported that every family participating in their group meetings improved their enterprise concentration on their farm, raised the efficiency or operation of their enterprises, or increased the volume of business.

All effort was directed toward the objectives, which were for farm families to:

- 1) Develop a more useful working knowledge of resource requirements.
- 2) Follow successful management techniques.
- 3) Compare risks of various enterprise concentrations.
- 4) Use the decision making process by farm families and Extension workers.

Recycle Balanced Farming & Family Living

A balanced Farming and Family Living Pilot Project (BF&FL) was again implemented in the Fall, 1987.

Eight counties were selected in two areas of Kansas to be participants in the first year of the BF&FL program.

BF&FL Pilot Project—1987

In the Northwest Area, the counties selected were: Rawlins, Rush, Russell, Sheridan, and Smith. In the Southeast Area they were Franklin, Greenwood, and Wilson.

During the second year of BF&FL, in the Fall, 1988, two new areas and four counties were added to the program--Comanche and Lane counties in the Southwest; and Butler and Marion counties in the South Central.

Interdisciplinary BF&FL Approach—1987-88

BF&FL is an interdisciplinary program of Extension Specialists in Agricultural Economics, Agronomy, Animal Science, and Home Economics. It also taps many other departments' resources.

The Balanced Farming & Family Living Program helps farm families establish and achieve goals and objectives by developing plans tailored to their individual farms.

The plan includes:

- Family financial records and budgeting.
- Farm financial planning.
- Production planning.
- Enterprise selection.

BF&FL uses many different educational programs to provide assistance to families. Since BF&FL is committed to providing individualized assistance to farm families, not all families are involved in the same programs.

Use Computer Programs—1987-88

Some of the computer programs used were FINPAK, BEEFpro, Foodday, and Steps To Spending.

A special program was developed at the Southeast Area Extension Office to evaluate and recommend uses of crop inputs.

Financial planning was conducted using FINPAK. It helped develop a projected cash flow.

BEEFpro was used to help evaluate the profitability of beef enterprises.

Foodday helped evaluate the nutritional balance of meals prepared for the family.

Steps To Spending helped evaluate the spending patterns of the family.

Other Program Support—1987-88

In addition to computer programs, other programs have been offered to farm families such as:

- A monthly newsletter.
- Time management.
- Money management.
- Insurance.
- Estate planning.

Water testing.

Enterprise budgeting.

Facility evaluation.

Forage testing.

Feed analysis.

A core group of State and Area Specialists developed a list of topics for programs.

County Extension Agents from the BFFL counties evaluated the needs and concerns in their counties and selected programs from the list of topics to implement in their county.

If the County Extension Agents do not have the expertise to present a program, State and Area Extension Specialists are available to do so.

County Extension Agents provide individual assistance through on-farm visits and hold monthly group sessions to present educational information.

Farm Leases/Land Tenure

Extension Farm Management Specialists cooperated with members of the Department of Agricultural Economics in preparing lease forms and publications, from 1979 through 1981, such as:

- Kansas Crop Share-Cash Lease.
- Kansas Stock-Share Lease.
- Father-Son Farm Business Agreement.
- Wage, Income-Sharing Contract.
- Kansas Cash Lease.
- Making an Equitable Lease.
- The Stock-Share Lease.
- Common Leasing Arrangements.
- Phases of Leasing and Land Tenure

More than 2,000 lease forms were distributed yearly, and a few county meetings were held on the subject of farm partnerships and leases.

Other assistance was given to many farmers by correspondence, office calls, and telephone.

Many agricultural organizations and agencies cooperated freely in a program of leases and land tenure as well as other phases of the Farm Management program.

These included: Kansas Bankers Association; Soil Conservation Service, Agricultural Adjustment Administration, Farm Credit Administration, Farm Security Administration, Internal Revenue Service, Farmers Home Administration, and Social Security Administration.

Economic Outlook Information

The first attempt to provide information about the best crop to produce for the market to avoid excessive losses caused by over-production was in 1921. Basic figures, charts of production, and prices, were prepared from available data.

This information was kept up to date and used to indicate the general trend of production in the state. It was supplied to County Extension Agents to use in County programs as outlook material.

Agricultural Situation—1924

The *Agricultural Situation*, was a publication prepared by the Department of Agricultural Economics of the Agricultural Experiment Station. It was first issued in June 1924, as a four-page leaflet.

The publication, issued the first of each month, contained market trends for the principal agricultural commodities.

The *Ag Situation* was first furnished to members of the Farm Management Associations and Dairy Farm Record Associations for a portion of their membership fee.

Each county was provided 50 copies without cost. Additional copies could be purchased for two cents each.

It continued in various forms from 1924 through 1988, the end of the reporting period.

Outlook Meetings—1930's

As a result of the increased interest in *Market Trends* and the *Agricultural Situation*, leader training meetings on economic conditions were held in nine districts during 1931.

The purpose of these meetings was two-fold:

- 1) So the outlook information and its underlying causes could be understood and

this knowledge combined with an analysis of the business record, to put into operation a more profitable program of production and marketing.

- 2) To use this knowledge as a background from which logical reasons for existing conditions might be developed and a more content rural life result.

Outlook meetings were held each year beginning in 1931.

In 1934, with the development of the Agricultural Adjustment farm record book program, the outlook material was distributed by county leaders at the Agricultural Adjustment Administration (AAA) record book meetings.

Those leaders had been trained at district meetings to present outlook information in their counties.

Farm and Business Tax Institutes

Information about requirements for farmers in preparing and filing income tax reports were disseminated by the Farm Management Specialists in a number of ways, as income tax laws were changed and more and more farmers were required to file tax returns.

In the early 1940's, most of the information was disseminated through newspapers, and in radio talks. Later a few county meetings on farm records and income tax were held.

Income Tax Institute—1949

The Kansas Income Tax Institute Program was originated in 1949 by John Coolidge, Extension Specialist in Farm Management and continued every year through the present, 1988.

Coolidge coordinated the program for the first 20 years through 1968.

John Schlender, Extension Agricultural Economist, Farm Management, coordinated the Tax Institutes for the second 20 years, 1969 through 1988.

Other Agencies Help—1949

Cooperation of the Internal Revenue Service and the State Department of Revenue was secured in 1949 and a series of district Farm and Business Tax Institutes were held.

These were primarily training schools for tax consultants who did tax work for others.

Accountants, attorneys, bankers, real estate and insurance agents, clerks, stenographers, County Extension Agents, veteran instructors and similar persons participated in the annual two-day training schools.

Tax Institute Instructors

The Tax Institutes were traditionally instructed by Internal Revenue Service Revenue Agents, the Kansas Department of Revenue Tax Specialists and Kansas State University personnel.

Beginning in 1955 the Social Security Administration began to cooperate in the Tax Institutes. The schools were held each November in Wichita, Dodge City, Colby, Beloit, Topeka and Chanute.

Representatives of Federal, State, Social Security and the Extension Farm Management Specialists discussed changes in the tax laws and regulations, and their application to current situations.

The schools were also refresher courses on the fundamentals of income tax reporting. Information was presented in lectures, question and answer sessions, and by use of examples of problems.

Starting in 1982, former Revenue Agents were employed to teach federal tax topics. IRS Revenue Agents were again available in 1987 and 1988

So a mix of Revenue Agents and former Revenue Agents instructed the Tax Institutes along with

Kansas Department of Revenue personnel those two years.

Tax Institute Objectives

The objective of the Kansas Income Tax Institutes was to update tax preparers on new tax law changes, recent revenue rulings and court cases affecting interpretation of income tax laws.

In addition, instruction was provided each year on some of the more difficult tax preparation areas to improve the expertise of tax preparers.

Keeping Institute Costs Low

Costs of conducting the Kansas Tax Institute program were relatively high, but extensive participation by tax preparers enabled Kansas to hold the charge to a moderate level.

The basic philosophy was to hold the registration fees down as much as possible to encourage participation of small volume tax preparers, and even individuals preparing their own returns.

As a result, the ratio of Kansas Income Tax school total participants to Kansas taxpayers is higher than any other state in the nation.

Wichita Internal Revenue Service District Administrators have stated that tax return preparation errors in Kansas are lower than for most districts.

Case Problem Method

In the early years of the Tax Institutes, Revenue Service personnel and KSU Extension personnel developed the teaching material for the Tax Institutes.

The chief teaching method used was the case problem method. Case problems were developed to illustrate the new tax law provisions complete with filled-in tax returns.

Solutions, including filled-in tax forms, were printed and distributed to all participants.

Tax Program Achievements

Registrants at the tax schools reported making nearly 100,000 tax returns annually, approximately half of which were for farmers.

The training and information reviewed at the Tax Institutes contributed greatly to an improvement in the average quality of tax returns filed, according to representatives of the Internal Revenue Service and the Kansas Department of Revenue.

The schools also provided an unusual opportunity to present information and instruction on Social Security taxes and qualifications for benefits to

those who needed it most, the persons who made out income tax returns and calculated self-employment income.

Farm Record Institute—1962

By 1962, Farm and Business Tax Institutes were conducted on a district basis at Colby, Beloit, Topeka, Garden City, Great Bend, Wichita and Parsons.

Extension Farm Management Specialists and the Farm Management Association Fieldmen held many open meetings for farmers on farm records, income tax, and social security during December and January following the district tax institutes.

In the early years, county meetings of this type were held annually in more than one-half of Kansas counties beginning in 1949.

These meetings continued through the 1950's. By the 1960's, they had become primarily farm income tax management meetings.

National Program Materials—1981

Beginning in 1981 the Kansas Income Tax Institute program joined forces with the University of Illinois and approximately 30 other states in producing uniform text material for all of the cooperating states. From that time an extensive updated text was printed annually and distributed to all participants.

Attendance Over 2,000—1969-88

Attendance records are available for most years of Kansas Income Tax Institute history. Schools were conducted at four locations initially — Topeka, Wichita, Garden City and Hays.

The number of locations was gradually increased and reached ten in 1973, which was continued through this report period, 1988.

In addition to the four original location, 1988 Tax Institutes were held in Colby, Concordia, Hutchinson, Salina, Chanute, and Kansas City.

The number of registrations increased from approximately 400 in the early years to 1,278 in 1963.

In 1969 the attendance passed the 2,000 mark for the first time, and has exceeded 2,000 every year since that time.

The peak year was 1978 with 2,853 registrations.

In the five years, 1984 through 1988, participants prepared tax returns for an average of 343,490 taxpayers. Farm income was included on an average of 76,944 returns.

NC Regional FM Committee

In 1951, the Farm Foundation began to sponsor semi-annual meetings of Extension Farm Management Specialists in the twelve state North-Central Extension Region. This group became known as the North Central Regional Extension Farm Management Committee.

Meetings were held in Chicago in April and October to exchange materials, discuss methods used in the various states, and prepare regional publications.

Extension Specialists from Kansas helped prepare a planning booklet, **More Money From Your Farm** and a circular, **Income Tax Management For Farmers**.

The North-Central Committee prepared annual income tax circulars until the Internal Revenue Service, with the cooperation of a member of the committee, developed the **Farmers' Tax Guide** in 1955.

Members of the committee also prepared a circular, **Social Security For Farmers**, and cooperated with the Social Security Administration in preparing a handbook or Social Security Tax Guide for general distribution to professional workers.

Materials on credit and other farm planning guides were also produced by members of the North-Central Committee.

The committee worked through several sub-committees, each of which was assigned a segment of farm management for study or materials to be prepared.

In 1959-1960 the sub-committees were:

- Social Security and Tax Problems.
- Tenure and Credit.
- Role of Farm Management Extension in Our Changing Times.
- Management Methods and Techniques.
- Insurance Programming for Farmers.
- Economics for 4-H Club Members.
- Evaluation and Planning.
- American Farm Economics Association.
- Publications.

Work of the sub-committees continue to be an important function of the North Central Regional Farm Management Extension Committee to the present time.

Major crises faced by agriculture have frequently been discussed by the North Central Committee long before the general public has become aware that the problem existed. Many of the sub-committees were established following a discussion of the topic by the overall committee.

States in the North Central Region (including Kansas) have been able to respond rapidly to such major calamities as the financial crisis that faced rural America in the mid-1980's.

Similarity of programs within the states in the region has been striking, as it should be. The problems were discussed at NCFMEC meetings. States reported what they were doing. Successful ideas were borrowed and implemented immediately. Special task forces (sub-committees) were implemented when necessary.

Sub-committees necessarily changed over time as farm management problems and concerns changed.

In 1988, the sub-committees were:

- Sustainable Agriculture and Water Quality.
- Computers for Farmers.
- Risk Management.
- Farm Labor Management.
- Farm Business Center.
- Income Tax Management.
- Breeding Livestock Rental Arrangements.
- Installment Sales and Land Contracts.
- Farm Real Estate.
- Farming Systems.
- Hog Production Contracts.

Numerous regional publications have been generated by the committees since 1951, with thousands being distributed in the North Central states and other states outside the region.

KSU Extension Agricultural Economists serving on the North Central Committee have been: Paul Griffith, J. C. Love, John Coolidge, Wilton Thomas, Don Pretzer, Roy Bogle, and John Schlender.

Serving as chairman of the committee have been: Paul Griffith, John Coolidge, Wilton Thomas, and Don Pretzer. Pretzer later held the position of administrative advisor to the committee.

K-MAR-105 Association Program

K-MAR-105 is an acronym used to designate the Extension educational program, "Kansas Management, Analysis, and Research in 105 Counties."

Computer Management Program—1966

This program was a major part of the total farm management reorganization program written in 1966, initiated in 1967, and staffed in 1968.

The problem statement in the 1966 brochure read:

The innovational process of the development of computerized farm record systems within an organizational framework of farm managers must precede widespread commercial adoption of this form of technology in the farm sector. Land Grant Universities are best prepared to provide this developmental function.

With an ongoing highly developed educational program in Farm Management, Kansas State University is in a unique position to assist in the developmental programs for the introduction of computer technology. Other universities possess the technical talent, but do not have the educational framework.

The objective of the Department of Economics, Farm Management was "to serve as a diffuser of useful and practical information and facts; to relate current research results, and anticipate problems and needs for research; to improve managerial knowledge and abilities; to solve management problems; and to encourage application of the same among the agricultural producers of Kansas.

Based on the above reasoning as to legitimacy and necessity, a Research-Extension budget of \$42,000 was requested and funded at that time.

It permitted the hiring of Larry Langemeier, an Extension-Research Economist, Farm Management Studies, and provided for clerical staff, computer time, supplies, travel, and office equipment.

The economic impact of this very small original investment in a research and Extension educational program can be realized by reviewing a chronological listing of the first twenty plus years of operation.

Management System On Line—1968

Initiated development of a computerized monthly agricultural accounting-management system for Farm Management Association members, February, 1968.

The system had to be management oriented with emphasis on complete enterprise analysis, balance sheets, and profit and loss statements.

A pilot program was initiated with 42 Farm Management Association members enrolled on the computerized agricultural accounting system.

K-MAR-105 Starts—1969

The K-MAR-105 Association was organized as a non-profit corporation with Articles of Incorporation, By-Laws, and a Memorandum of Understanding with the Cooperative Extension Service, Kansas State University.

The corporation headquarters was located in Hutchinson, Kansas.

A data preprocessing center was located in Hutchinson to handle monthly data from members enrolled in the accounting system.

Monthly Accounting System—1970

The K-MAR-105 Monthly Accounting-Management System was made available to all Farm Management Association members with 160 farmers enrolled the first year.

Year-End Business Analysis—1973

The decision was made by the K-MAR-105 Association and the Farm Management Associations to computerize the Year-End Business Analysis for all Farm Management Association members.

Data were preprocessed by the six associations during the period January-March of each year.

To further the system, the Whole-Farm Factor, Enterprise Factor, Enterprise Summary and Analysis, and Whole-Farm Summary and Analysis programs were created.

FM Summary/Analysis Report—1974

The Year-End Whole-Farm and Enterprise Analysis was completed for 3,000 association members, and the first computerized "Summary and Analysis Report" published in April, 1974.

The Farm Management Data Bank was initiated with about 450 variables stored per farm.

The K-MAR-105 Association headquarters was moved from Hutchinson to Manhattan, Kansas.

Move/Expand System—1976

The By-Laws were revised to allow non-association farmers to become users of the K-MAR-105 computerized accounting programs.

A pilot program was started with farmers enrolling in the program through the Area Extension Agricultural Economists.

Data Processing Change—1978

The K-MAR-105 Association's data preprocessing office was eliminated, and all data preprocessing for the K-MAR-105 computerized programs moved to the Farm Management Associations' offices, January, 1978.

Purchase Computer System—1980

The K-MAR-105 Association made the decision to purchase a Burroughs B-1955 computer system to handle the processing of all K-MAR-105 computerized programs, March 1980.

The Association office was moved to 1720 Hayes Drive, Manhattan, Kansas.

Micro-Computer Programming—1982

The Farm Management Associations began to computerize the depreciation schedules of all association members, and to handle all data preprocessing on micro-computers. A complete Data Entry System for micro-computers was developed.

Software was developed to transmit data via telephone lines from the micro-computers located in field offices to the K-MAR-105 Association computer.

First Micro-Computer—1983

The first micro-computer was purchased by the Farm Management Association, N.E. in July, 1983. All data for the Monthly Analysis, Year-End Analysis, and Depreciation Schedules were transmitted via telephone lines to the K-MAR-105 computer.

Financial Plus Program—1985

The K-MAR-105 computer was up-dated to allow for faster data transmission and additional data lines.

The K-MAR-105 Monthly Accounting-Management Program was completely revised and renamed the Financial Plus program.

K-MAR-105—1988

The K-MAR-105 Association handled approximately 375 monthly members, 2,250 year-end business analyses, and 7,000 depreciation schedules. Data were transmitted to the K-MAR-105 computer daily from 17 Farm Management Association offices, 20 farmers, and three businesses.

Farm Management Data Bank

The Farm Management Data Bank consisted of 16 years of information for approximately 2,250 to 3,200 farms by 1988.

Data were converted to a statistical format to allow easy access for use in instruction, research, and Extension programs.

A data bank existed for farms that had continuous data for the period 1973-88.

The Farm Management Data Bank was used extensively in research, instruction, and Extension programs.

Approximately 65 percent of all research projects and 45 percent of all publications from the Department of Agricultural Economics used the Data Bank as a source of information.

Summary and Analysis Reports published each year were used by farm leaders, County Extension Agents, and farmers.

Farm Management Guides were based on data obtained from the Data Bank. The data were used to develop the Case Farms used in the annual Kansas School of Agricultural Banking.

This Data Bank provided the type of information needed to answer numerous requests from farmers, County Extension Agents, farm organizations, the legislature, and others.

Farm Management Handbook

The Kansas Farm Management Handbook was recognized state-wide as a reliable source of information on cost-return relationships for all common Kansas field crops and livestock projects, farm financial management principles, and other basic information useful in the farm business.

It was used as a guide by farmers, farm planners, County Extension Agents, financial lending institutions, and many others in agri-business.

FM Handbook Concept—1960's

Demand for information on cost-return analysis of the common Kansas crops and livestock projects increased in the early part of the 1960's.

By the mid-60's district Extension Economists began standardizing such information into two-page and four-page leaflets. The leaflets included suggestions on application of the data to farm business planning.

Demand for schools on farm financial analysis and planning also grew in the 60's.

District Extension Specialists in agricultural economics began standardizing additional forms such as income statements, balance sheets, and cash flow.

Soon nearly all Extension Economists were contributing useful leaflets that could be used in county schools, mailed out in reply to requests, or distributed from the bulletin display racks in County Extension offices.

Demand for the sheets in indexed arrangement quickly led to use of the now popular 3-ring binder, where the series could be readily available on the farm or in the office.

FM Handbook—1980's

Agricultural Economics principles do not change. However, figures that apply in cost-return relationships are dynamic and are more relevant to current conditions if near-current costs and prices are used.

Many of the sheets in the Handbook were frequently updated and mailed to paid handbook holders to replace outdated materials.

Over sixty leaflets appeared in the newer indexes. Of the fifteen sections, numbers were greatest in those sections on crops, livestock, and financial management.

Personnel Contributors

District or Area Economists who were originators of the Farm Management Handbook concept, and were the primary early contributors were: John Schlender, Frank Overley, Kenneth McReynolds, Jay Treat, and Wilton Thomas.

Schlender and McReynolds continued to be major contributors as of 1988.

Later contributors were Leo Figurski, Roy Bogle, Marvin Fausett, and Loren Whipps.

State staff members, Don Pretzer, Larry Lange-meier, Art Barnaby, and Doug Beech were also major contributors to this handbook.

By 1970, other Extension economists on the state staff, including some in marketing, were making very substantial contributions.

Extension Specialists, from Agricultural Engineering and Animal Science & Industry, contributed to joint publications with various Extension Economists.

Farmers' Estate Planning—1970's-80's

Estate Planning—1970's

During the summer of 1970, at the urging of the Farm Management fieldmen, an invitation was extended to Dr. Neil Hart, a noted ag lawyer-economist from Iowa State University, to conduct an in-depth training session on farm estate planning for Area and State Extension Economists and Farm Management Fieldmen.

By the late 1970's, two day Farm Estate Planning workshops were being conducted throughout the state. Twenty to twenty-five workshops were held annually.

They included a pattern where Bogle and one of the Area Farm Management Specialists teamed up with one or two Farm Management fieldmen to conduct the programs. The workshops reached approximately 300 families annually.

Thus began an extensive involvement on the part of the Agricultural Economics Department with the topic of farm estate planning—an involvement that continues to this date.

Over all these years, the objective of this program has been to enable families and individuals to have an increased awareness and understanding of the

objectives, problems, and tools involved in estate planning so they can use this knowledge to develop their own estate plans.

From the beginning, the Farm Management Fieldmen and Area Economists have played a major role in delivering this program. Since 1976, one of the State Extension Economists has had farm estate planning as a major program component. Eight in-depth training sessions have been held since 1970, for the above personnel.

The subject matter has been delivered through numerous avenues—two to four hour awareness sessions, two-day in-depth workshops, personal consultations, slide-tape sets, cassette tape sets, radio programs, newsletters, and a series of Extension bulletins, including one of the largest circulating bulletins ever published by KSU entitled **Farm Estate Planning**.

A highly commendable aspect of the farm estate planning program has been the significant cooperation between Extension Agricultural Economics

and Extension Home Economics in developing and delivering joint programs on this topic.

Especially during the past seven years, large numbers of non-farm families have been reached by Ag Economic's efforts, including urban residents and University personnel.

Since 1970, many thousands of Extension bulletins have been distributed on this topic and many hundreds of meetings have been conducted across the state, with audiences from three to three hundred. In addition, untold numbers of families have received personal consultations.

Many families have written or revised wills, changed title on property, made gifts, adjusted life insurance policies, or established trusts as a result of this farm estate planning program.

Also, it is estimated that if guidelines for estate tax minimization were followed, close to a hundred million in potential Federal estate taxes would have been saved over the past 19 years.

Estate Planning Emphasis—1973

In 1973, Elinor Anderson, Extension Specialist, Family Economics, conducted meetings throughout the state on general estate planning.

At the same time, Farm Management Fieldmen were working with their clientele and conducting a few meetings along with Extension Agricultural Economists.

Roy Bogle became an Extension Agricultural Economist at Garden City, Kansas in November, 1973. That winter he began working with Farm Management Fieldmen Danny Trayer, Ralph Germann, Jon Herod, and John Jensen.

Additional materials were developed at this time, including case examples and materials for workshops.

State/Area FM Specialists—1975

In August, 1975, Bogle became Extension Agricultural Economist in Farm Management. His duties included Farm Estate Planning.

During the next five years the educational approach included one to two hour awareness sessions taught by Area Extension Economists, Farm Management Fieldmen, and Eleanor Anderson.

Simultaneously, workbooks were developed and visual aids distributed to all Area Economists and Farm Management Fieldmen.

Case studies were developed showing estates in the \$200,000 to \$300,000 range as well as estates

in the \$800,000 to \$900,000 range. The larger-value case studies were primarily used in Western Kansas.

Economists from Iowa state university were used periodically for staff training in Farm Estate Planning.

Agricultural Law Specialists—1970's

In the late 70's an Agricultural Law position within the Department of Agricultural Economics was created. Jake Looney was the first to fill this position, followed by Randy Williams.

Both staff members contributed expertise and teaching skills to the Farm Estate Planning Program.

Computer Estate Planning—1970's

During the late 1970's a computer program was developed to help calculate the value of estates and the taxes, other costs which could be expected with the current Farm Estate Plan, and alternatives which farm families could develop.

This computer program was maintained on the mainframe computer at Kansas State University and was accessed by a portable terminal via telephone lines from various workshop locations across the state.

It was conservatively estimated that the average farm family could easily save \$25,000 in estate taxes through better planning techniques.

The accumulative value of these savings was approximately \$8 million annually if farm families followed through with plans they developed during the workshops.

The workshops carried a registration fee of \$10 - \$15 per family. This was one of the first workshops in Kansas which carried this large a fee to help offset the cost of materials.

There were often 30-35 requests per year from County Extension Agents across the state for workshops. Because of scheduling and other program responsibilities, the total number of workshops seldom exceeded 25 per year.

Many repeat workshops were requested in counties, but because of the total number of requests workshops were generally held only once every two or three years in a given county.

Tapes on Estate Planning—1979

In 1979, Roy Bogle and Deanne Wright, Extension Specialist, Radio and Television, developed a series of cassette tapes on Farm Estate Planning— available to the public for a minimal charge.

The Farm Estate Planning program became very popular among clientele and Agents. It was based on a need that clientele had to manage their resources, create an estate plan that best met the needs of farm and ranch families, and minimize the transfer cost to the next generation.

Estate Planning Workshop Concept

The workshop concept was based upon the model that 60 percent of the time could be spent in classroom style teaching with approximately 40 percent spent with individual farm families as they developed alternative estate plans.

Retirement Planning For Farmers—1980's

During the 1980's, it became increasingly apparent there was a growing need for more retirement planning information for farmers.

It was felt that many of these people needed a better understanding of some of the major aspects of retirement in a farm setting.

For these reasons, a farm retirement planning program was developed under the leadership of the State Extension Economist, Farm Management.

Retirement Planning—1981

In the spring of 1981, two Area Extension Economists met with Doug Beech, Extension Economist in charge of estate planning, to discuss their perceived need for a program thrust in retirement planning for farmers.

The age distribution of farmers in Kansas indicated that very substantial numbers of farmers would be approaching their retirement years in the next fifteen to twenty year period.

Retirement Program—1982

A major portion of the planning centered around a four-hour awareness session. It was first presented in 1982, and further developed and refined annually.

By 1988, approximately 1,700 people had attended these meetings.

Emphasis was on how to increase participants understanding of the following four topics:

- 1) Estate planning concerns closely related to retirement planning, such as property ownership, gifts, wills and estate taxes;
- 2) Income tax aspects of selling or leasing farm real estate and equipment;
- 3) Social Security retirement benefits;
- 4) Non-farm investment considerations prior to and during retirement.

A unique aspect of the meetings was the extensive involvement of Farm Management Fieldmen, Social Security Administration personnel and state Extension Specialists.

Several Extension Farm Management Fieldmen developed a major handout used at the meetings. An Area Extension Economist developed an excellent slide-tape set that was an overview of the entire farm retirement planning process. It was used to begin each meeting.

In addition to public meetings, personal consultations were an important part of delivering this program.

Requests for consultations and further assistance often came after persons had attended a public meeting.

Non-Farm Investments

A program on non-farm investments, started by Doug Beech, Extension Agricultural Economist, Farm Management, was in the beginning stages of development at the close of 1988.

This program area first began in 1985 as a spin-off from the public meeting on farm retirement planning.

Numerous questions arose at these retirement planning meetings concerning non-farm investments, mostly as a result of the tremendous proliferation of non-farm investment alternatives available beginning about 1980.

Doug Beech developed an extensive section on non-farm investments. It included investment considerations such as how various alternatives work, their advantages and disadvantages, tax implications and a reading list for additional information.

This section was later presented as a separate meeting topic on numerous occasions.

There were many telephone calls and personal consultations in this area. Many people made changes in their investment programs as a result of the Extension educational program in non-farm investments.

By 1988, Extension Agricultural Economics and Extension Home Economics planned to jointly develop this program area further.

School of Agricultural Banking—1970

This program was requested by the Kansas Association of Agricultural Bankers (K-BAR) and jointly planned, staffed, and conducted by K-BAR and faculty members of Extension Agricultural Economics, with participation from the Teaching and Research faculty of the department.

K-BAR Proposes Bankers School—1970

In late summer of 1970, Norman Whitehair, the Extension State Leader, Agricultural Economics was contacted by John Umbaugh, president of the Kansas Association of Agricultural Bankers (K-BAR) concerning this program. Umbaugh was a banker from Whitewater, Kansas.

The question raised was "Would the Extension Economists at K-State be interested in assisting to develop and present an educational event to help upgrade the skills of Kansas agricultural bankers?" A few general ideas of what they wanted were presented at that time.

Explore Concept—1970

It was decided that it would be best for Wilton Thomas, Section Leader and Extension Economist, Farm Management, and John Schlender, Extension Economist, Farm Management, to schedule a trip to Whitewater to discuss this directly with the banker.

An appointment was made for Thomas and Schlender to meet the banker in Whitewater to determine in more specific detail what the banker needed; after which a decision whether to participate or not would be made and who should be involved if the department participated.

Based on the limited information available, it appeared that part of the subject matter to be requested would be quite specific to material already developed, and being presented in Extension meetings by John Schlender.

The entire K-BAR board participated in the Whitewater meeting. They proposed that serious consideration be given to developing a five-day event on campus at K-State.

Successful Kansas agricultural bankers would be invited to participate and to present specific topics of importance to agricultural bankers, on ideas they had used in their own banks.

Agricultural economists would present topics on such subjects as farm financial management and cost-returns of specific livestock and crops projects. One or more headline speakers from out of state would be invited to appear.

K-BAR Bankers' School—1971

An Extension Agricultural Economist and the president of the K-BAR organization were selected to co-chair the committee to develop the program. Wilton Thomas was the initial co-chair represent KSU.

It was decided to hold the first school the first week of June, 1971. It was called the Kansas School of Agricultural Banking.

Class enrollment was to be handled by the office of Extension Agricultural Economics. It was to be limited to about 50 students.

Because of a high level of interest in the course, class size was increased to 60 participants.

Annual K-BAR Event—1972

Immediately following the first course the K-BAR officers requested that it be made an annual event along much the same lines as the first year.

They requested that a second year offering also be developed, limited to those who had completed a first year course. They asked that it run concurrently with the first year course, be a separate course and cover subject matter material not covered in the first year course.

Several things contributed to the immediate and continued success of this project. The key to success was enthusiastic backing in planning, staffing, and carrying out the program both by the Extension Economics faculty and the K-BAR organization.

Ability to staff the topics with effective personnel and to secure outstanding out-of-state headline speakers, of course, was fundamental to the success.

Headline speakers in the early years included Ray Doll from the Federal Reserve in Kansas City, Neil Harl from Iowa State University, and Thomas Smith, a successful banker and popular speaker on banking topics, who at the time was President of the First National Bank of Perry, Iowa.

Changes With the Times

Times in agriculture changed from the time the school began in 1971. It continued to be a successful event, changed to meet the changing times to meet a specific need in Kansas agriculture.

Roy Bogle coordinated the Kansas School of Agricultural Banking from 1976 through 1980.

During the 5-year period, the school began Sunday afternoon and went through Friday lunch during the first or second week of June.

Attendance grew to the point that a maximum of 60 first year participants and 50 second year participants were admitted to the school.

Bankers School Format

Part of the programs were joint sessions and part were reserved for either first or second year participants.

On Thursday afternoon and Friday, previous graduates were invited to participate in sessions of general interest.

Total attendance often included 145 bankers; 60 first year, 50 second year, and 35 former graduates.

Instructors for the program included knowledgeable Kansas bankers, bank examiners, and members of the Agricultural Economics Department.

The school was a "low budget" one paid for by participants, including dormitory living for both lodging and meals.

Bankers recommended staying in the dorms to encourage evening discussion sessions among participants after the daily sessions were complete.

Over 500 bankers participated in the school during the years that Bogle served as coordinator.

Art Barnaby continued the Kansas Schools for Agricultural Bankers through the 80's.

Young Farmers Short Course—1960's

An eight-week course stressing work in farm management and marketing, leadership, animal science, agronomy, and agricultural engineering was held on campus at K-State five times.

The first session was during the winters of 1964 and 1965. The course was taught again in 1980, 1981, and 1982.

Young Farmer Course Proposal—1963

Dean Glenn Beck called a meeting of Dean Duane Acker, Director of Extension Harold Jones, and faculty members of the Department of Agricultural Economics, including Wilton Thomas.

The meeting was in July 1963. Dean Beck outlined the concept of an eight-week short course proposed to be held on campus the following winter.

The proposed course was to meet the interests and needs of young farmers who had completed high school and who, for various reasons would not complete a 4 year degree.

Dean Beck requested that Wilton Thomas give serious consideration to serving as coordinator for the short course, as well as topic leader for the Farm Management and Marketing section.

Since the proposal was a complete surprise, he suggested that no decision be made at the time, but rather that he be given an answer within the week.

The double assignment proposal meant regular project work would have to be greatly reduced or eliminated.

After discussion with colleagues, it was decided to make the significant shift in assignment and undertake the new project.

Promote Short Course

The course became a top priority. Statewide publicity and promotion, planning the coursework, and getting the "textbook" to the printers were all "must do" items.

With cooperation and encouragement from many colleagues, it was all completed.

Acker and Jones gave effective leadership and unqualified support to the project. Most of the faculty support from the Department of Agricultural Economics was from Extension Economists and related personnel in research and teaching.

Colleagues were requested to prepare and present topics. They responded with enthusiastic acceptance and effective participation.

Short Course Recruiting

Publicity and promotion were key elements. Extension news outlets, both print and radio, were utilized to create an awareness of the new short course.

Individual contacts with potential participants by Extension Agents and topic leaders were the key to securing commitment of students to enroll.

Wilton Thomas and other topic leaders made trips to numerous counties to visit with prospective students. He also spent about a week each at the Topeka and Hutchinson Fairs visiting with prospec-

tive students and Extension Agents about enrolling in the short course.

Dean Acker and Director Jones both made several visits to prospective students to encourage participation.

Topic Leaders/Participation

Topic leaders the first year were:

Wilton Thomas, Agricultural Economics.

Bob Bevins, Leadership.

Jack Baird, Agronomy.

Earl Farmer, Animal Science.

Leo Wendling, Agricultural Engineering.

All did excellent jobs. Earnest Mader led the agronomy section the second year.

Participation in the 1964 class was good, with about 85 participants. In 1965, it was better, with about 97.

Essentially all of the participants completed the full eight weeks.

Short Course Refresher—1965-75

Following completion of the 1964 course, class participants requested a two-day reunion-refresher event be held the next year. This was held to coincide with the final two days of the 1965 course.

Current topics from all five areas were scheduled for this reunion-refresher event and it was well attended. It was continued annually for about 10 years.

Drop Short Course—1966

Dean Beck attempted to secure funding for 1966 to provide additional staff to teach in the short course. No funds were allocated.

Enrollment in the College of Agriculture was increasing, so faculty time was no longer readily

available for this project. Even though it had been a successful project, it was discontinued after the 1965 year.

Revive Short Course—1980-82

In 1980, 1981, and 1982, the short course was conducted again. Wilton Thomas, who had retired in 1974, was asked to return on a part-time basis and again serve as coordinator and topic leader for the Farm Management and Marketing section.

The subject matter was similar to that provided earlier, except that the Leadership section, as such, was discontinued.

The course was successful to a degree this time, but participation was not adequate for it to be continued. Lack of a year-around coordinator and promoter was one problem, but changing times and an increase in vo-tech and junior college activities also were factors.

Forage Management Workshop—1983

In 1983, an Extension workshop on the farm management setting was developed by the Extension Specialists, Art Barnaby, Agricultural Economics, and Paul Ohlenbusch, Range and Pasture Management.

The agronomist covered the topics of forage selection and pastures combining native forage and crop residues into a whole farm planning situation.

The economist covered economic analysis including trade-offs between owning a beef cowherd vs. stockers, associated price risk changes, and interest rate fluctuations for each of these enterprises.

The Extension workshops were conducted over a two-year period, and attracted approximately 150 producers.

Area/District Farm Management Programs

Effective January 1, 1960, as the plan for implementing area/district programs progressed, the decision was made to employ five Extension Farm Management Specialists, one for each of the five Extension administrative districts.

They were to be administratively under the direction of the Extension Section Leader, Farm Management.

Selection of the five District Extension Specialists in farm management was based on their training

and experience in farm management. These Extension Economists were responsible for assisting county staff members in farm management program development.

BF&FL Support—1960

The number of Assistant Agricultural Extension Agents, Balanced Farming and Family Living (BF&FL) was reduced from 32 to 17 in 1960.

Funds formerly used for 15 discontinued positions were transferred to the budget for

employment of the five District Extension Specialists, and to supplement the salaries of 12 Extension Farm Management Fieldmen.

The remaining funds from 17 Assistant Agent positions were used primarily for trainees in the induction training program.

Expand Group Methods

Group methods were used to achieve maximum accomplishments with a minimum amount of time and effort by County Extension Agents.

The Extension State Leader gave much time to preparing extensive teaching tools and materials for efficient teaching of the more complex and abstract principles of management.

Materials, quizzes, work forms, and complete narrative discussion guides were developed for the Agents' use.

Management Training For Agents—1960

An extensive agent-training program was initiated in 1960 to develop Agent competence and efficiency in the use of management-training materials.

All Agents participated in a two-day district school to receive training in both management and the use of the prepared materials.

Over time, District Farm Management Specialists gradually assumed responsibility for continuing the training of Agents.

Area Farm Management Programs

The Farm Management programs of Area Extension Economists from 1964 through 1988 were similar from one area to another.

By way of example, programs in two areas—Northeast and Southeast—have been selected for further discussion.

Northeast Area's Long-Term Farm Management Program—1964-88

Objectives of the Northeast Long-Term Farm Management Program were:

- 1) To provide workshops so producers could:
 - a) Better understand financial principles and apply them to their operation.
 - b) Explore alternative farm plans and choose a plan which improves net income and cash flow.
- 2) Train County Agents and area Extension staff to use FINPACK microcomputer software and be able to apply the results to individuals.
- 3) Train lenders in interpreting FINPACK output.
- 4) Train lenders who purchased the program to use it with their customers.
- 5) Utilize the results of producer output when developing "decision making" thumb rules for use in mass media presentations.

Educational topics covered during the Northeast Area's Farm Management program were:

Economics of Crop Production.

Compared costs of producing crops in NE Kansas and helped determine the most profitable crops. Farm management guides on crops grown were developed and updated annually.

Economics of Livestock Production.

Emphasized variable and fixed costs of the

various livestock enterprises. Considered investments required for facilities and equipment, and how this affected the cash flow of the enterprise.

Estate Planning Workshops.

A popular Extension program designed to assist families to better understand the principles of estate planning. The tools of estate planning were discussed and illustrations given on how they could be used to meet the estate planning objectives of the family.

Farm Business Records.

Workshops were held to illustrate the value of good farm records for analyzing farm businesses.

Financial Management Workshops.

Workshops were held for farm operators interested in learning how to use cash flows, income statements, and balance sheets in analyzing their financial position. FINPACK, a "whole farm" computer program was used.

Lease Meetings.

Emphasis was on developing equitable leases between landowners and tenant operators. Developed a computer program for determining equitable leases.

Machinery Economics Meetings.

Held for operators who were interested in determining the costs of owning and operating machinery, and leasing vs. owning machinery.

Southeast Area's Shorter-Term Farm Management Program—1979-88

Educational topics covered during the Southeast Area Shorter-Term Farm Management program were:

Estate Planning.

Information on Federal estate tax laws and development of alternative plans, using awareness meetings, in-depth workshops, and individual consultations.

Retirement Planning.

Retirement goals and objectives, estate planning, income taxes, social security, and non-farm investments.

Crop Economics.

Cost of production: optimum level of fertilizer use; value of herbicides, insecticides, and crop varieties; economics of double crop and minimum tillage practices. Information was presented at crop schools, seminars, and field days.

Livestock Economics.

Cost of production: value of selected production practices; economics of retained ownership for beef cattle; grazing trial on reestablished Indian grass; economics of nutrition for beef, dairy, and hogs; economics of broiler and turkey production. Information presented at county livestock meetings, sale barn meetings, profit seminars, and field days.

Forage Economics.

Cost of production, optimum level of fertilizing

fescue and brome, economic loss due to endophyte fungus in fescue, cost of reestablishing fungus-free fescue, economics of producing alfalfa for hay and for a cash crop.

Leasing Arrangements.

Equitable lease arrangements for crops, minerals, livestock building (especially hog facilities), and dairy and beef cows based on value of contribution of each party.

Farm Recordkeeping/Business Analysis.

Importance of record keeping, how to keep records for tax purposes and business analysis, how to analyze records to determine the strong and weak parts of the farm business.

Farm Planning/Budgeting.

Profitability of alternative farm organizations, comparing various combinations and sizes of enterprises. Changes in part of a farm business using partial budgeting.

Financial Management.

Developing balance sheets, projected income statements, and a projected cash flow statement. Discussed the principle of "Decreasing Equity and Increased Risk" and how to evaluate earned net worth vs. inflation net worth.

Marketing Program

Information on marketing alternatives, including forward cash contracting and futures hedging at meetings and workshops.

Decisions 80's—Risk Management

"Decisions 80's" was an emphasis that made it possible to develop and teach workshops that intertwined production budgeting, financial management, and marketing into a coordinated total farm management plan. This was a top-of-the-line program until replaced by computer budgeting.

FINPACK Computer Budgeting

Kansas was part of initial group that received training on the microcomputer version of "whole farm" planning. FINPACK consisted of five modules that included:

- 1) Long-range budgeting that compared up to three alternatives.
- 2) Monthly cash flow budget.
- 3) Three-year transitional cash flow budget.

4) Farm business analysis.

5) Farm business analysis with enterprise analysis.

The FINPACK program was used extensively during the financial crunch of the 1980's and is being used to plan for the 1990's.

Marketing Clubs—1984

Started the first Marketing Club in January, 1984. 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.

Family Budgeting

Worked with Extension Home Economists in teaching homemakers how and why to keep records. A three-meeting workshop over five weeks required

record keeping for one month to help establish a routine for recordkeeping that would hopefully continue for the family.

Dairy Buy Out

Developed a worksheet for calculating how much a producer needed to bid to participate in the program. Program details were presented at meetings and via the Telenet program.

Crop Reserve Program

Developed a worksheet for calculating how much to bid to participate in the program based, on the requirements at the time.

FINPACK

FINPACK was a set of four computer programs designed to assist individual farm managers with their business planning and financial analysis. It was introduced in Kansas in 1984.

Developed by the Center for Farm Financial Management at the University of Minnesota, FINPACK was used by many state Extension services during the farm financial crisis of the 1980's.

State and area specialists in Agricultural Economics were trained by Minnesota Extension Agricultural Economists to use the programs in Kansas.

FINPACK Accomplishments

Training was completed for 40 County Extension Agents, 4 Area Extension Economists, 23 Extension Farm Management Association Fieldmen, 4 state Agricultural Economists, and 7 lending institutions. These users all had access to microcomputers.

Additionally, all Farm and Home Administration (FmHA) staff; a majority of Federal Land Bank (FLB), now Farm Credit Services; several Production Credit Associations (PCA); 40 bankers; and 20 FACTS hotline consultants received training on using the FINPACK results and on how to troubleshoot a farm or ranch business.

One hundred workshops and numerous one-on-one consultations were provided by state and area Extension Specialists in agricultural economics.

Over 1,500 farm and ranch families used the program. FINPACK was also used in the Balanced Farming program during 1987-88.

In the early 1980's, county Extension agents in north central Kansas requested a program that would integrate farm management and marketing in a total farm plan.

Extension agricultural economists in farm management and marketing developed a program for county workshops, where local producers spent two days developing a management and marketing plan for their individual businesses.

Participants projected their crop and livestock production plans and developed marketing strategies to minimize financial risk.

All aspects of the farm business, including the analysis of the balance sheet, were reviewed and projected into a complete farm business plan.

Workshops were held statewide. Participants gave the workshops very high evaluation ratings.

Whole Farm Financial Planning

Whole farm financial planning was an ongoing Extension program first brought to the state by Roy Bogle in the middle 70's.

A basic part of the plan was use of a computer

program, "Transitional Planning," developed at the University of Illinois.

It ran on the KSU computer main frame and used terminals to access it via telephone lines. It proved to

be a very effective tool for analyzing farm businesses but did have some major limitations.

The most serious limitation of the program was that it would not accept land values in excess of a million dollars, a problem for many of the participating farmers.

It also used an annual cash flow and did not recognize the finance timing problems that a monthly cash flow would reveal.

In addition, the data entry system was a series of numbers with no break between them, which actually represented three values.

This primitive data entry system was very conducive to data error entry problems.

Financial/Marketing Plan—1981

By 1981 it became apparent that the agricultural crisis was deepening. The project leader called a meeting of the Extension faculty to discuss new programs and responses to this deepening financial crisis.

Out of that conference a project was organized entitled "Decision 80's". The objective was to combine a financial plan and a marketing plan to give one overall farm plan.

An additional problem was that most farmers had expense records for the whole farm, taken from a tax return, and had no method for allocating expenses back to individual enterprises.

Program Release—1981

A committee was assigned to develop this new program. Members were Mike Sands, Orlen Grunewald, Larry Langemeier, Art Barnaby, and Don Pretzer.

Delivery of the new program was carried out by Mike Sands, Art Barnaby, and Don Pretzer. The program was introduced in the fall of 1981. It carried a registration fee of \$50 per farm family.

A procedure for allocating "whole farm" expenses back to individual enterprises was developed by Larry Langemeier and Art Barnaby. It involved developing a ratio based on crop budget guides to allocate expenses to an individual enterprise.

In the fall of 1982, Don Pretzer and Mile Sands assumed full responsibility for the program. Art Barnaby were no longer involved.

Enrollment in the fall of 1983 was relatively low and the Area Extension Economists indicated they could schedule very few workshops for the coming year.

Therefore, it was decided that a computer program was needed to complete the large number of calculations for farm financial planning.

Revise Financial Planning Program—1984

In the fall of 1984 Art Barnaby was asked to begin the creation of a new financial planning program that would address many of the shortcomings of the transitional planning whole farm model that was being used on the main frame.

This proposed program was to operate on the micro computers. The prediction was that micro computers would replace terminals. The first version of that program was demonstrated to the faculty and field staff in May, 1984.

Release FINPACK, FINIrb—1984

At the same time parts of the FINPACK series from Minnesota were released on micro computers, after being transferred from the main frame. The first module was FINIrb, released in early spring, 1984.

After much discussion Fred Poston, the Associate Director of Extension, made the decision FINIrb would be utilized for farm planning and that the financial planning program developed by Barnaby titled "K-FARM" would be field tested in only six counties during the 1984-85 Extension calendar year.

Release K-FARM 3.0—1985

In the fall of 1985 K-FARM 3.0 version was released to the public. It included integrated financial statements, unlimited crop budgets, unlimited livestock budgets, loans, and screen formatted data entry.

Software was made available to County Extension Agents, and farmers who had their own computers and wanted to develop their own financial plans.

Update K-FARM—1986-88

The following year, 1986, K-FARM was updated again. A new generation of K-FARM (4.0) was released that had capability for an unlimited number of years of continuous analysis. Additional error checking and user friendly features were built into the updated version. That version was followed by version 4.1, released in the spring of 1988. It had minor modifications over 4.0, primarily in the area of preventing user errors.

Video Tape Documentation of K-FARM

A video tape was developed to explain the K-FARM computer program. The tape was presented in five chapters, with each chapter edited into 10 to

15 minute segments. It was released in the spring of 1989.

Chapter 1. An overview of how the program was organized, how it worked, why it was important to do financial planning, and other financial planning issues.

Chapter 2. A step by step procedure for installing K-FARM on a micro computer. The keystrokes were displayed on a computer screen and appeared on the learners' television sets as they played the VCR tape.

Chapter 3. The short version of K-FARM that produced integrated financial statements, changes in asset position and a credit analysis report, but did not have enterprise budgets.

Chapter 4. The long form of K-FARM. It could do enterprise budgets that allowed a grower to allocate all costs, including depreciation and other items, back to an individual enterprise.

Chapter 5. The reports that were produced by K-FARM. It went over each of the financial statements, explaining to the producer what they should be looking for in the analysis that K-FARM generated for their farm.

This seems to be the first Extension developed financial planning computer program that was also documented by video tape.

The video documentation was in addition to the more traditional written documentation that was included.

K-FARM Usage—1988

By 1988 approximately 100 farmers had K-FARM. The two Extension Farm Management Fieldmen, and the one County Extension Agent that originally field tested K-FARM made extensive use of it with individual farmers, on their own initiative.

Several other County Extension Agents and fieldmen then made extensive use of the program with their clientele.

Additions planned for K-FARM, included the ability to transfer accounting data directly from the farm management association's computerized accounting system to K-FARM for planning purposes.

This eliminated the need to re-enter data already in a computer format.

Crop Insurance

Educational crop insurance activities at Kansas State University were introduced with a national workshop for Extension Specialists, on the Multiple Peril Crop Insurance (MPCI) program.

Kansas State held a series of Extension workshops for crop insurance agents on a computer program titled ARCIE that evaluated multiple peril crop insurance. ARCIE was developed by Texas A & M University under a federal grant.

Four State Study

That was followed by an Extension study to evaluate the rate structure of multiple peril crop insurance.

This was a four state project, led by Michigan State University. Other states were the University of Minnesota, the University of Kentucky and Kansas State University.

Kansas State University's primary concern was with wheat, while the others were concerned with corn and soybeans.

Records for Crop Insurance—1985

In 1985 the Federal Crop Insurance Corporation made the decision to eliminate the area plan or county

average yield guarantee and substituted individual proven yields. Records would be required.

Kansas State University was the lead institution for developing a record keeping book for crop insurance purposes. A crop insurance record keeping bulletin, and cards, were published to maintain field records for crop insurance.

Kansas State University printed 75,000 bulletins and over 300,000 field record cards as part of that national project.

FCIC Video Tapes—1988

The Federal Crop Insurance Corporation funded a grant at Kansas State University to develop a series of four video tapes on crop insurance.

Participating university's included Washington State University, Texas A & M University and the University of Delaware.

Topics included risk as it relates to the lending community, grain growers, cotton-rice producers, and specialty crop growers.

Video tapes were in the final stages of completion and national distribution in 1988.

FCIC Workshop for Specialists—1988

In the fall of 1988 the Federal Crop Insurance Corporation funded a project at Kansas State University to develop a nationwide Extension workshop for specialists on crop insurance.

It was to explain many of the changes that had been made in the program during the previous three to five years.

In addition there was a follow up satellite broadcast that covered many of the same topics and made the information available to a larger audience across the United States.

The broadcast was video taped and made available to the other state Extension services.

FCIC Telenet/Bulletins—1987-88

In 1987-88 government program analysis and participation strategies were combined with crop insurance.

Several Extension publications were developed to explain the relationship between crop insurance

and government programs. A bulletin was published on crop insurance entitled Multiple Peril Crop Insurance, What is It? Should I Buy It?.

A crop insurance evaluation budget was developed and combined into the farm management guide series.

That made it possible to provide educational information on both government commodity programs and government crop insurance in the telenet series.

Typically, telenet reached between 250 and 300 people per session. A bulletin was developed for each session. The bulletins were sent to people on a selected mailing list in addition to those who attended the telenet sessions.

The emphasis was on marketing but also included an extensive amount of material relating to government programs. In 1988 it included disaster programs in addition to the crop insurance program.

Microcomputer Usage—1980's

In 1980 microcomputers were making their first appearance on the market. Many farmers had questions on what a microcomputer could do for them.

A series of Extension workshops were held over a three year period on the use of microcomputers by farmers. Topics included such things as accounting, budgeting, and other items.

Early microcomputers were extremely limited since most of them had floppy disk drives, rather than hard disks, and a few even had cassette tape drives.

None of the early computers were very practical for record keeping because of speed, accuracy and the error failure rate on the disk. Software was also very limited.

As a result of those problems, the Kansas Cooperative Extension Service held a series of workshops to explain the limitations of microcomputers, what they would and would not do, and where technology was likely to go.

The first major breakthrough was probably the development of the electronic spreadsheet. With it microcomputers became very effective for a number of applications.

In addition, RAM size and processor speed increased and hard disk storage became available,

eliminating the floppy disk.

Software began catching up with hardware so that some farmers were now making effective use of these microcomputers.

The Kansas Cooperative Extension Service conducted a number of workshops in those early years of microcomputers. They included a computer fair held in Hays, Kansas that attracted over 80 vendors and approximately 150 people.

This Extension educational program was terminated as computer hardware became available on a wide scale, both within the Extension service and among the public.

Total Forage Management—1983

In 1983 an Extension workshop on the management of grazing forages in a farm setting, was developed by the Extension Specialists in Agricultural Economics and Range and Pasture Management, Department of Agronomy.

Agronomy covered the topics of forage selection and pastures combining with native forage and crop residues into a whole farm planning situation.

Economic analysis included trade-offs between owning a beef cowherd versus stockers, associated price risk changes, and interest rate fluctuations for

each of those enterprises.

The Extension workshops were conducted over a two year period and attracted approximately 150 producers.

Membership Management Program—1986

This program was originally developed at the University of Illinois. Kansas State made some minor fixes on the program in 1988, and compiled it for distribution.

Fieldmen liked the results but there were many errors in the program and it was not easy to use. In 1987 the program was completely re-designed, programmed in 90 days, and delivered to the field.

MMP produced over 20,000 1099 tax forms that year. The program was updated in 1988 with the new tax changes.

Government Program Evaluator—1988

Starting in 1988, the Department of Agricultural Economics began development of a new computer program that would provide more in depth analysis of crop insurance alternatives, combined with government programs and other marketing plans.

It was released in December, 1988 to County Extension Agents for evaluation purposes. Plans were to develop the crop insurance and marketing features into a combined analysis program.

4-H Club Records/Activities

Extension Farm Management Specialists assisted in the development of 4-H project record sheets and periodically revised the record forms.

Assistance included instruction and written material on the business principles of selecting and financing projects, using credit and summarizing accounts kept on the 4-H projects.

Many training meetings were held for 4-H Club leaders and members on keeping project records, project outlook, project organization and management.

Junior Farm Account Clubs—1919

Junior Farm Account Clubs were organized about the same time (1919) as the adult clubs but, did not flourish as well, perhaps, because most of the Junior Clubs did not have permanent leaders.

As leaders changed, some new leaders did not show as much interest in this line of 4-H Club work as the leaders they replaced.

Some parents did not care to reveal all of the transactions made in the farm business to their children and this reluctance may have affected the success of this work.

4-H Farm Accounting Contest—1930's

To stimulate interest in farm accounts among 4-H members, the International Harvester Company

sponsored a farm accounting contest for 4-H Club members in 1936.

There was an enrollment of 194 members in 1936, 124 in 1937 and 75 in 1938.

Other 4-H Support Activities

Farm Management Specialists also assisted with many 4-H Club events such as judging, 4-H demonstrations, State Leadership Conferences, Junior Leaders Camp, Rural Life Camp and Conference and other similar events.

Radio talks, television programs and news stories were devoted to how to keep 4-H project records, how to analyze the records and suggestions for improving presentations of demonstrations and project talks.

Contributing Authors. *The contributing authors on educational programs in Extension Agricultural Economics, Farm Management, from 1965 through 1988, were Norman Whitehair, State Leader, Extension Agricultural Economics, 1963-77 (Retired), John Schlender, Agricultural Economist, Farm Management, Barry Flinchbaugh, Agricultural Economics State Leader, Art Barnaby, Agricultural Economist, Farm Management, Douglas Beech, Agricultural Economist, Farm Management, Fred DeLano, Administrator, Farm Management Program, Don Erickson, Agricultural Economist, Marketing, and Larry Langmeier, Agricultural Economist, Farm Management Studies.*

A complete list of personnel involved in Extension Agricultural Economics, Farm Management, is included in Chapter 6, Extension Personnel, pp. 14-32.