Forebearers and Heritage
Although the official birth of the North Dakota Cooperative Extension Service is associated with July 1, 1914, that birth had a long gestation period. In fact, nearly 25 years of gestation with lectures, institutes, tours, fairs, encampments, contests and other methods had been used by North Dakota Agricultural College (NDAC) staff members, business interests and individuals to teach better farming and home living.

Most of North Dakota was settled by homesteaders, homestead tree claim or preemption claim sometime between 1875 and 1915. All seemed eager to start their fortunes by staking out a claim on the North Dakota prairie where the buffalo had "roamed and the deer and the antelope played." Norwegians, Swedes, Germans, Russians, Poles, Ukrainians and British were among the most numerous. Many were direct emigrants or sons and daughters of emigrants who had settled into states farther east. School teachers, railroad construction workers, common laborers, office workers, bachelors, old maids, newlyweds, older people and many young people who had just reached legal age of 21, all envisioned a happy, prosperous life on their own piece of land. Many were short of finances and unprepared for the rugged frontier life on the northern plains. Early homesteaders settled in areas quite a bit by nationalities. Norwegians, Swedes and Danes together, Germans and Hollanders, Ukrainians and Russians especially so. Later, as land areas were taken up, settlers had to homestead wherever land was available.

Many could speak little or no English and their knowledges of agriculture were linked entirely to their native areas. There was much mutual work and assistance between those people but lack of information, finances and adequate personal transportation greatly hindered their progress. Many were unable to complete and prove up on their homesteads and many others sold out as soon as their homestead titles were marketable.

That was the background into which the North Dakota Agriculture College was born in 1889 as a Land Grant College and Agriculture Experiment Station. College teachers and Experiment Station staff members, although busy with their official assignments, felt a need to help farm people who were unable to attend college on a formal basis. School officials, especially county superintendents of schools, business interests, railroads, grain processors, meat packers, machinery manufacturers and dealers and bankers, all were interested in the financial success of farm families. They realized that their own financial success depended on successful farm production and were anxious to help farmers increase their productivity and buying power. Working together and suspecting that farm families were hungry and eager for both more social activities and more knowledge of agriculture, they planned and conducted many social-educational affairs for whole farm families. Farm and home institutes, fairs, corn growing contests and other events combined entertainment, picnic style lunches and farm and home information on a self-feeder basis. Many of these affairs were two days long and it was not uncommon to end the day with dancing to music of a local fiddler or organ player at the local school house, community hall or even out of doors. Most events were held in major trade centers which often were also county seat towns and merchants usually cooperated by having sales specials.

Every community had its local promoters and leaders and before long in many communities, efforts were made to organize groups or clubs to expand and benefit from knowledge presented at those events. So-called Boys and Girls Corn Clubs, Pig Clubs and Adult Better Farming Clubs sprouted in many local areas. Exact initial dates for some statewide groups are not known but NDAC annual reports do show a statewide corn growing contest as early as 1905 and a Better Farming Association by 1911.

During that time period NDAC student's enrollment and Experiment Station's projects increased at a much faster rate than budgets and staff member numbers. Staff members were unable to fulfill many requests for assistance. Outgrowth of that situation was greater dependence on individual and commercial interests. That group was largely responsible for organization of the North Dakota Better Farming Association and employment of Better Farming Agents in twelve counties by 1912. Although financing was a major problem, lack of transportation facilities also restricted work by those agents. Saddle horse, horse and buggy and motorcycle were common and roads were not much more than trails. Many agents ate meals and were overnight guests at farm homes because distances were too great and public lodging facilities too few to accommodate them. Strong personal friendships developed between them and many of those families became strong Extension community leaders and promoters.

Ever increasing requests for presenting information at community meetings became too great for the NDAC staff to fulfill. That resulted in organization of institute type meetings already described and herewith are quotations by E.E. Kaufman, Assistant Director of Agriculture and Director of Farm Institutes in the 1900 History of Farm Institutes.

"So far as I am able to learn, the first farmers' institute ever held in North Dakota was at Casselton, November 22 and 23, 1894. This institute was under the auspices of the faculty of the agricultural college and largely attended by farmers in the vicinity of Casselton.

"The four years following this meeting some twelve to fifteen institutes were held at various points in the
state with more or less degree of success. No money was available for paying the expenses of institutes so the place where the meeting was held raised sufficient funds by popular subscription to defray expenses of the speakers who were generally from the agricultural college.

“Repeated requests to the legislature for small appropriations for farmers’ institutes were repeatedly turned down by that body.”

“Finally the sixth general assembly, believing it advisable to give the dairy interests of the state some encouragement, appropriated a thousand dollars to pay the expenses of the assistant dairy commissioner for one year, at the same time making the Assistant Dairy Commissioner, Director of Farmers’ Institutes.

“Believing the best way to advance dairy interests of the state was through farmers’ institutes, a special effort was made to hold as many institutes as possible with the result that many applications for meetings had to be refused on account of lack of funds to pay expenses.

“From the 24th of November 1899 to the 30th of November 1900, twenty institutes were held at various points in the state with the attendance aggregating about 4000. The interest was so marked it was deemed advisable to publish the addresses of the speakers and some of the papers presented by local parties, in book form, that many farmers who could not attend might receive some benefit from the meetings. The result of such publications is the present Volume I which is respectfully dedicated to the farmers of North Dakota.

“Every advertiser is thoroughly reliable and it is hoped the readers will give them a liberal amount of their patronage. Without their aid an annual could not have been issued.

“Thanks are due to the Great Northern, Northern Pacific and Soo Line, who, by their liberality, have made it possible to hold many more institutes than could have otherwise been held.”

There were thirty-nine lectures and articles published in the first institute annual which covered most every subject of possible interest to farmers.

Some of the authors ranged over a broad field of subjects. J.H. Sheppard, Professor of Animal Industry at the Agricultural College, wrote on “Crop Rotations,” “Brome Grass,” “The Rape Crop,” “Flax for Seed,” “Good Barns” and “Temperatures of Cattle.” Professor E.E. Kaufman, Professor of Dairying at the Agricultural College, Assistant Dairy Commissioner and Director of Institutes, covered the following subjects: “Some Advantages of Dairying,” “Butter Making on the Farm” and “Gravity and Dilution Separators.” Other authors of papers included in the annual were: E.F. Ladd, Professor of Chemistry, Agricultural College, “Maintaining Fertility of the Soil”; H.L. Bolley of the Experiment Station and first football coach at the Agricultural College, “The Stinking Smut in Wheat”; John H. Worst, President of the Agricultural College, “Relation of the Agricultural College and Experiment Station to the Industrial Interest of the State”; and C.B. Waldron, Professor of Horticulture, Agricultural College, “Ornamental Tree Plantings.”

There were thirty-five advertisements in the first institute annual. Some of the advertisers were: Magill and Company, Seeds; J.E. Abner, Harnesses; The Dakota Farmer; Elkhart Carriage and Harness Company; The Soo Line advertising “Free Homestead Land in the Famous Des Lacs Valley”; McCormick Harvester Company and the World’s School of Magnetic Healing advertising a school giving “special instruction and actual demonstrations in the treatment of all diseases.”

The 1899 session of the Legislature passed a law authorizing farmers’ institutes and appropriating $1000 to finance the work. The law was amended in several of the succeeding legislative sessions. It provided in its amended form for a Board of Directors consisting of the President, the Dean of Agriculture and the Leader of Extension Programs, all of the Agricultural College. The institute law outlined the objectives of the institutes as follows: “The farmers’ institutes shall be of such a nature as to interest the farmers of the state in the maintenance of the fertility of the soil, the production and improvement of cereal and forage crops, the principles of breeding domestic animals, the making and handling of dairy products, the destruction of noxious weeds and injurious insects, forestry and growing various fruits, feeding and management of livestock and especially such instruction as will tend to promote the best marketing conditions, home life and comfort of the farming population.”

The second farmers’ institute annual was authorized by R.J. Turner, Commissioner of Agriculture and was edited by E.E. Kaufman, Director of Institutes. It included a wide range of subjects as did the first annual and added such authors as Professor G.H. Heacker, Minnesota Experiment Station, Crookston; J.A. Power, farmer of Powers, ND; E.G. Shallander, farmer at Montpelier and later county agent; and professor W.A. Henry of Wisconsin Experiment Station.

The annual reported 18 institutes held during the year 1901 and said the attendance was good. By 1909 the number of institutes had materially increased and the annual was correspondingly larger. That year 106 institutes were held with an attendance of 46,538. The institute Board of Directors consisted of J.H. Sheppard, Dean of Agricultural College, Board of
Trustees, Secretary; W.C. Gilbreath, Commissioner of Agriculture and J.H. Worst, President of the Agricultural College but listed in the annual as Director of Experiment Station. T.E. Hoverstad had become Director of Institutes and Editor of the annual.

By 1909 the institutes were an established educational practice and had grown beyond the ability of the agricultural college to furnish all the speakers. Some of the speakers employed in 1909 were: Professor Thomas Shaw, St. Anthony Park, Minnesota; Mrs. Adda Howie, Elm Grove, Wisconsin; W.R. Porter, Superintendent of demonstration farms in North Dakota and Jake Eastgate, farmer and operator of a demonstration farm at Larimore, North Dakota.

Advertising as a means of paying for the annual had been discontinued and the 1911 annual included an acknowledgement to Deere and Weber Company of Minneapolis for paying for the annual. Gordon W. Randlett, an employee of the Agricultural College, in charge of the boys' and girls' industrial contests, proposed to John H. Worst, President of the Agriculture College, that a series of Extension lecture courses be inaugurated in cooperation with county superintendents of schools.

The plan submitted to President John H. Worst by Mr. Randlett provided for “free lecture courses” of eight lectures at each of ten high schools in the state. He asked for laboratory equipment to cost $200 and suggested that the following professors submit outline of subjects to be presented. Professor Daniel Willard on “Soil Formation,” Professor Beck with “Bacterial Life,” Dean Sheppard on “Plant and Animal Nutrition” and Professor Donahu on “Nitrogen Fixation.”

The laboratory equipment requested was (a) soils, moisture determination, capillarity, percolation, aeration, etc.; (b) farm crops, score card practice, germination tests, grain grading, identification exercises, treatment of diseases, etc.; (c) dairying, milk bacteria, sterilization, the Barbcock testers, etc.; (d) livestock, a good lantern with suitable slides to illustrate breed types.

A letter to Superintendent of Cando Schools, H.A. Jewel, signed by G.W. Randlett as Superintendent of College Extension, throws some light on how these lecture courses were handled. The letter stated in part, “As a progressive educator, you are undoubtedly interested in the matter of agricultural training in the common, graded and high schools of the state.” Mr. Randlett offers North Dakota Agricultural College help in “teaching of scientific agriculture and in creating interest in other industrial matters not only in the high school but among adults of town and country as well.” He said certain members of the faculty would be available if the school would furnish suitable hall, advertise the institute and pay expenses while the lecturers are in the city. Mr. Randlett’s 1911 report to President J.H. Worst records that after a short vacation he spent “one week in October . . . as conductor of the Sheridan County Teachers’ Institute. A part of October and all of November and a part of December was occupied with school pupils contest work.”

The report speaks of Mr. Palmer’s work “carrying with it a wide influence during this time” and “since the farmers’ institute season opened he has been on the staff continuously, yet has kept up all of the publicity work with the exception of the weekly letters to the Fargo Forum and other large papers.” Mrs. Louise Campbell “rendered most acceptable and efficient service during boys’ and girls’ institute.” John B. Wentz worked on a “herbarium set of weeds, cereals, grasses, legumes for use in public schools.”

Mr. Randlett reported that the work had created a keen and widespread interest and recommended that Mrs. Campbell be employed on a permanent basis as soon as she graduated in June. He also asked for more stenographic help because “the office work of the farmers’ institute and Department of Extension now done by Miss Mac McInnes has grown to such proportion that one stenographer can scarcely accomplish the task.”

That the work of College Extension was of rather varied nature and consisted largely of lecture courses, work with boys and girls of the high school and publicity and publication is indicated in a summary of the work done in 1911.

1. Arranged industrial courses in thirty-two counties.
2. Prepared bulletins on same.
3. Edited the Extension.
4. Made college and state exhibits at four principal fairs.
5. Lectured in Teachers’ summer school and institutes (eight weeks before teachers and nine before counties).
6. Helped in farmers’ institutes.
7. Managed state corn show.
8. Judged exhibits and spoke to boys in various contests.
9. Conducted boys’ and girls’ institute.
10. Served on staff of Better Farming Special.
11. Put out a great deal of illustrative material for use in schools.
13. Conducted quite a large correspondence.
15. Spoke at Farmers’ club meetings.
16. Attended and spoke at nearly all principal educational meetings in the state.
17. Taught several classes in agricultural department.

Extension work listed in the 1912 report was a package library service, inaugurated in 1911 by A.G. Arvold, and "318 such libraries were loaned...to 160 different counties." Press service included short articles of 50 to 150 words each in "two sets of general topics of agriculture and home economics...furnished weekly to 180 North Dakota weeklies and 64 cities." Articles of 500 to 1000 words were furnished to 75 weekly papers in North Dakota, 12 dailies and 64 agricultural papers of the northwest.

Extension schools, started in 1911, were conducted at Lisbon, Wahpeton, Mandan, Carrington, Cavalier and Mott. Two were of five day duration and four of ten days. The total attendance was 2,710. Such topics as soil formation, nitrogen fixation, animal feeding and silo building were discussed.

The answers to a questionnaire by A.C. True of the Office of the Experiment Station, USDA, gives the distribution of time of the college staff members on the College Extension lecture courses. The request for information also carried an offer of cooperation of farm institute specialists of the USDA. NDAC staff members and percent of time devoted to Extension type work in 1911 were:

G. Randlett - Director of Extension and Superintendent of Farmers Institute 100%
W.C. Palmer - Agricultural Lecturer and Editor 100%
T.A. Haverstad - Superintendent Farmer Institutes 100%
J.H. Worst - President NDAC 20%
W.R. Porter - Superintendent Demonstration Farms 10%
Amos Ewen - Assistant Superintendent Demonstration Farms 10%
G.L. Mortun - Professor of Dairying 20%
Eight other College and Station men 5 to 15%

Agricultural and business leaders were beginning to take note of reports of the success of full-time resident workers using a demonstration technique to teach improved farm practices. As the volume of agricultural research and experiment station work increased and results became available there appeared a demand for a more direct and effective method of carrying those results to farm people. The idea of full-time resident workers demonstrating improved practices was started in the Southern States in 1902 and reports of its success were spreading to the North and East. That type of rural adult education came to North Dakota in 1912 in the form of the Better Farming Association.

Rural youth were not forgotten during the early years of NDAC Extension efforts. There are but few records of the earliest work but it is known that what was then called Industrial Contests for farm boys and girls started in North Dakota at least by 1905. Those contests were probably fashioned after corn growing for boys in Illinois. Quality seed corn and corn culture information were provided to the youths and resulting corn exhibits were judged on the basis of quality and yield per acre. Those contests were soon expanded to include pigs, chickens, home canning and sewing and later led to establishment of the annual State Youth Achievement Institute at Fargo.

Early efforts in farm youth training were widely advertised and the Agricultural College looking to extend its influence beyond the classroom and possibly to develop a feeder for student enrollment started the industrial corn contests about the year 1905 under the direction of Gordon W. Randlett, then an employee of the Agricultural College.

T.E. Stoa, Experiment Station Agronomist, as a farm boy in Traill County in 1906, grew and exhibited corn as an industrial contest member. Harper Brush, then a 12 year old Ransom County farm boy and later Extension District Supervisor, won the first year's contest with an acre yield of 71.8 bushels of mature corn in 1911.

The prizes ranged from $50 for first place to $5 for last.

Harper Brush remembered that after receiving the reward, he was entertained at a dinner with such dignitaries as Thomas Cooper, John H. Sheppard, Gordon Randlett, H.J. Worst of the Agricultural College and Loren Wild, then editor of the Fargo Forum.

The industrial contests were conducted with the cooperation of the County Superintendents of Schools. H.E. Rollig, State Club Leader, 1921-1950, named the following County Superintendents of Schools as some who cooperated with the Agricultural College in conducting industrial contests: B.E. Groom, Cavalier County; Matty Davis, Cass County; O.A. Barton, Barnes County; Beatrice Johnstone, Grand Forks County; Minnie J. Neilson, Barnes County; Laura Sanders, LaMoure County; J.F. Helter, Traill County; Miss James, Pembina County; Flora E. Baker, Sargent County; P.J. Iverson, Nelson County; W.J. Crocker ("Uncle Will"), Ransom County; and Mrs. Lovell.

Out of those industrial contests grew the annual Achievement Institute. According to the Extension lecture course report of October 29, 1912, the first boys' and girls' club institute at the Agricultural College was held in 1910. In that year 95 boys and girls who were winners of the industrial contests held in their counties, "met at the Agricultural College
where a week was spent in instruction along agricultural lines for boys and domestic science art for girls. The afternoon of each day was given over to play and social affairs suited to the ages of those taking part." The 95 who were present "perfected the organization which they chose to call the North Dakota's Boys' and Girls' Institute."

The second institute was held in December 1911 when 106 boys and girls attended. Speaking of the boys' and girls' institute in a report of January 3, 1911, Gordon W. Randlett said, "If anti-pass legislation does not prove too binding, I hope to make this state convention of boys and girls an annual event. For five years I have felt that I have worked at too long range, that the plan operating through indifferent county superintendents was not satisfactory." He felt that the organization of the institute had solved that problem and "it will bring the college into touch with the public schools as it never has before."

In 1911 industrial contests were organized in 33 counties with 11,000 boys and girls participating. In 1912, contests were extended to 45 counties and 13,000 boys and girls took part. Some of the activities engaged in were: corn growing, potato growing and poultry production for boys and bread making, butter making, canning and sewing for girls.

Farmer interest and support for better farming programs was strongly promoted by business interests and by 1911 there was sentiment for organizing a statewide Better Farming Association. Thomas P. Cooper, a native of Illinois and recent graduate from the University of Minnesota, was employed to organize such an association. Articles of Incorporation of the North Dakota Better Farming Association were filed in September 1911. Mr. Cooper was hired as the Association's Director and started active Association work on November 15, 1911. Business interests, primarily businessmen, bankers and railroad executives were the prime funders for initial operation of that Association which was office in downtown Fargo.

The Articles of Incorporation of the Association described its objectives as the "Dissemination of information and instruction in modern scientific methods as applied to agriculture, the promotion of better and more profitable cultivation of the soil, including rotation and diversification of crops, raising of livestock and poultry, and like subjects pertaining to the agriculture of the state."

The conditions in the state at the time are described in a Better Farming Association report as "ranging from pioneer conditions, scarcely removed from the homestead era, to the well settled and developed farming areas that have been under cultivation for thirty or forty years." The agriculture of the state according to the report was "devoted to the production of grains easily disposed of and marketed. Systems of farm management and methods of financing have been built around the production of wheat, flax and coarse feed grains. The production of livestock or the conversion of roughages and grain into livestock products has received little attention."
The report speaks of the "continuous small grain cropping systems which exist generally throughout the state, having brought about loss of fertility and many other adverse influences which develop when a great agricultural state is dependent on one or two crops." The problems were related to be "to a greater extent more economic and social rather than the immediate question of production." That perhaps was a recognition of the general feeling among farmers of the state that a large part of their problem was in their grain marketing system. That feeling was being expressed in the Equity Cooperative Marketing Movement and gathered force until it was more definitely expressed later in the Non-Partisan League movement.

**BOARD OF DIRECTORS WERE BANKERS**

The first Board of Directors of the Better Farming Association was made up of men of prominence in the state and mostly from banking circles. Following is the record of the first Better Farming Association officers, executive committee and Directors.

**The Officers**

- President: E.J. Weiser, Fargo, ND
- First Vice President: P.L. Howe, Minneapolis, MN
- Second Vice President: C.W. Kelley, Devils Lake, ND
- Treasurer: E.Y. Sarles, Hillsboro, ND
- Secretary: Thomas P. Cooper, Fargo, ND

**The Executive Committee**

- E.J. Weiser, Fargo, ND
- C.B. McMillan, Minot, ND
- R.C. Kittel, Casselton, ND
- A.R. Rogers, Minneapolis, MN
- P.L. Howe, Minneapolis, MN

**The Board of Directors**

- J.E. Phelan, Bowdon, ND
- H.C. McCartney, Oaklee, ND
- F.W. Cathro, Bottineau, ND
- R.C. Kittel, Casselton, ND
- R.S. Adams, Lisbon, ND
- E.Y. Sarles, Hillsboro, ND
- J.J. Nierling, Jamestown, ND
- E.J. Weiser, Fargo, ND
- C.B. McMillan, Hannah, ND
- C.W. Kelley, Devils Lake, ND
- C.L. Timmerman, Mandan, ND
- J. Austin Regan, Pesseneden, ND
- A.R. Rogers, Minneapolis, MN
- P.L. Howe, Minneapolis, MN
- L.M. Davis, Minot, ND
- W.L. Richards, Dickinson, ND
- H.S. Helm, Minneapools, MN
- J.D. Bacon, Minneapools, MN
- W.C. McDowell, Grand Forks, ND
- Chas MacLachlan, Marion, ND
- C.W. Mudgett, New Rockford, ND

A summarized statement of receipts and expenditures as abstracted from the audit of Marwick, Mitchell, Peat and Company for the first year of operation ending November 30, 1912 follows:
RECEIPTS AND PAYMENTS
For the year ended November 30, 1912

Receipts:
Subscriptions $41,007.33
Districts 11,375.26
N.D. Fair Association 242.74
Total Receipts $52,625.33

Payments:
General:
Salaries: $5,236.09
Secretary 1,622.42
Employees-General Office 6,858.51
Office Equipment 837.08
Printing 372.50
Traveling 1,517.18
Maintenance:
Telephone & telegraph 328.25
Sundry General Office Supplies and Expenses 80.02
Clipping Service 35.00
Subscriptions & Periodicals 20.00
Fire Insurance 12.88 476.15
Rent, light, heat, etc. 456.15
Apprentices 1,795.52
Special State Service 1,523.35 70.79
Sundry Supplies & Expenses - Treasurer's Office 288.92
Miscellaneous 14,196.40

Districts:
No. 1 - Barnes County 3,412.40
No. 2 - Stutsman County 2,841.68
No. 3 - Wells County 3,558.78
No. 4 - Ward County 2,886.48
No. 5 - Bottineau County 3,719.59
No. 6 - Cavalier County 3,539.22
No. 7 - Bowman County 1,326.21
No. 8 - Ransom County 1,454.06
No. 9 - Eddy County 2,394.73
No. 10 - Grand Forks County 3,128.16
No. 11 - Adams County 369.88
No. 12 - Hettinger County 283.11 28,914.30

Total Payments 43,110.70

Balance in Bank, November 30, 1912 $9,514.63
## Subscriptions

For the year ended November 30, 1912

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<td>300.00</td>
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<td>Phoenix Lumber Company</td>
<td>150.00</td>
<td>105.00</td>
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<td>Rogers Lumber Company</td>
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<td>Soo Line</td>
<td>5,000.00</td>
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<td>St. Anthony &amp; Dakota Elevator Co.</td>
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<td>1,200.00</td>
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<tr>
<td>Security National Bank</td>
<td>750.00</td>
<td>750.00</td>
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<td>Scandinavian American National Bank</td>
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<td>300.00</td>
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<td>Salzer Lumber Company</td>
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<td>Simmonds Hardware Company</td>
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<td>Stevenson &amp; Company, T.W.</td>
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<td>100.00</td>
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<tr>
<td>Union Investment Company</td>
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<td>Wells &amp; Dickey Company</td>
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<td>—</td>
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<td>Wyman, Partridge &amp; Company</td>
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<td>500.00</td>
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</tr>
<tr>
<td>Williams Hardware Company</td>
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<td>—</td>
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<tr>
<td>Winston-Harper-Fisher Company</td>
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<td>Deere &amp; Webber Company</td>
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<td>LaCrosse Implement Company</td>
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<td>Hudson &amp; Thurber Company</td>
<td>50.00</td>
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<td>Wallace Coach &amp; Carriage Works</td>
<td>10.00</td>
<td>10.00</td>
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<tr>
<td>St. Hillaire Retail Lumber Company (Thomas Shevlin)</td>
<td>1,000.00</td>
<td>800.00</td>
<td>200.00</td>
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<tr>
<td>Bankers Association of N.D.</td>
<td>4,870.00</td>
<td>4,870.00</td>
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$41,663.33 $41,007.33 $626.00
M.B. Johnson, North Dakota’s first county agent.

It should be noted that at the time that Association was founded the scope and horizon of the average North Dakota farmer was the view from his haymow door or reached by a day’s drive with horse and buggy or learned by swapping stories at the local trade center. Telephones, daily newspapers, daily mail service and electricity for farm use were yet to come. The heyday of the Model T had not yet begun. Hand labor and horses furnished the needed power.

One of the first goals of the Better Farming Association was to establish a Better Farming agent in each county. That agent was to be trained in agriculture and be an organizer and scheduler for agriculture meetings and a general source for agriculture information. Recruiting started immediately and by November 1, 1912, Better Farming agents were located in twelve counties.

The first Better Farming agent to be appointed was M.B. Johnson in Bottineau County, January 7, 1912. Mr. Johnson later served as county agent in McKenzie County and was later employed by the Bureau of Agricultural Economics, USDA. The second appointment was A.F. Borchert in Stutsman County, January 27, 1912 and third was J.W. Haw in Cavalier County, February 27, 1912. Mr. Haw later served as assistant county agent leader, county agent leader and then Director of Agricultural Development for the Northern Pacific Railroad. The other appointments are listed in order of their appointments as follows: T.T. Kristjanson, Cavalier County – March 1, 1912; Edwin Mayland, Barnes County – March 7, 1912; W.A. Peck, Ward County – March 13, 1912; T.E. Mills, Bowman County – March 12, 1912; F.W. White, Barnes County – March 22, 1912; O.O. Uihlein, Ransom County – March 22, 1912; W.H. Burns, Eddy County – April 8, 1912; O.D. Center, Grand Forks County – April 20, 1912; N.L. Jewett, Grand Forks County – July 1, 1912; R.A. Chitty – July 19, 1912; J.W. McNary, Stutsman County – September 1, 1912; T.E. Clark, Wells County – September 1, 1912; R.D. Laffin, Adams County – October 1, 1912; C.O. Phelps, Wells County – October 22, 1912; J.R. Campbell, Hettinger County – November 1, 1912.

"THE COUNTY AGENT"

"You may never be a banker, but most of the bankers and businessmen will be your friends and often will ask your advice. So will hundreds of others."

"You will never live in a palace but you can expect to have a roof that does not leak. That’s especially true because in extension you’ll learn a bit of carpentry along the way.

"You’ll see your name in print so often that the thrill will largely disappear. You’ll be misquoted so often that it won’t hurt much.

"Some of your days will be a series of arguments, bickerings, frustrations and failures. This will come today when some crazy, hard-headed whom you never could reach will grab you and tell you about the advantages of lime on pasture, drop to you about his new variety of hybrid corn, invite you out to see the new cookstove or freezer in his kitchen, and end it all by bowing you out because you haven’t put these practical things into your program.

"That night you’ll sleep happily, your wounds healed, your troubles over, your muddy one the grandest chariot any conquering warrior ever rode."—By Kenneth Warner

"THE INTERPRETER"

"The future of America is in the hands of two men—the investigator and the interpreter. We shall never lack for the administrator, the trained man needed to complete this trinity of social service. And we have an ample supply of investigators, but there is a shortage of responsible interpreters—men who can effectively play mediator between specialists and laity— ... The interpreter stands between the laity, whose knowledge of all things is indefinite, and the investigator whose knowledge of one thing is authoritative. The investigator advances knowledge. The interpreter advances progress."

—Dr. Glenn Frank, former President of the University of Wisconsin
SOMETIMES TWO WHEELS AND SOMETIMES FOUR TOOK COUNTY AGENTS TO THE FARMERS’ DOOR

Transportation was a major problem for early county agents. Most roads were only trails and flat tires were a common occurrence. Better Farming Association agents were provided with a car or a motorcycle by the Association. When Extension was organized those vehicles were taken over and continued by Extension. A 1914 inventory of vehicles suggests that 18 automobiles and 6 motorcycles were owned by Extension and supplied to county agents. Serial numbers are not given for all vehicles and there may be some duplication. Some county agents appear to have had both an automobile and a motorcycle.

Most popular car was the Model T Ford Torpedo 10 Roadster and twelve units were in the inventory. Next was the Studebaker Flanders Foredoor Roadster 20 with three units listed. Two Maxwell Runabouts and a lone Regal completed the automobile inventory. Purchase price of the Fords was listed at $650-$675. Studebakers were $725-750 and the Maxwell Runabouts were listed at $400. No price was listed for the Regal.

All vehicles were open air models with fold down tops, side curtains and presto gas lights.

Cost of operation records were kept for all vehicles and including depreciation were between 3¢ and 5¢ per mile. Tires were a much greater share of the operating costs than they are today.

An early foredoor convertible stuck in the mud on the “King's Highway.”

Inventory records suggest that Extension took over 6 motorcycles that cost between $205 and $250 each. Three of the motorcycles were Reading and three were Minneapolis models. One Minneapolis was evidently a “lemon” as it constantly needed bearing and transmission repair. Ted Mills had it at Bowman. Ted was a mild mannered man but he learned some new non-dictionary words before sending that motorcycle on to Adams County Agent R.D. Laflin.

Extension records for cost of operation of the motorcycles indicate they were about twice as expensive to operate as the cars. They seemed to require much repairing and cost per mile for the Reading models was 5¢ to 6¢ and for the Minneapolis Models 6¢ to nearly 10¢.

Extension required county agents to provide their own vehicles after those original cars and motorcycles needed replacement. They were reimbursed at first at 3¢ per mile. That was raised to 5¢ per mile in the 1940's and in 1985 it was 20¢ per mile.

Discussing the finances of the Better Farming Association, the 1912 report says: “The development of work for the fiscal year has required expenditures of forty-three thousand, one hundred ten dollars and seventy cents. This sum has been jointly furnished by the cooperating counties and district and by the contributors to the general fund of the association, namely, the railroads, wholesale houses, implement dealers, lumber dealers, elevators and milling interests, the banks and the North Dakota Bankers’ Association.”

Model T Ford Torpedo 10 Roadsters kept county agents going.
SPECIFIC WORK OF THE ASSOCIATION

"The form of work is such that it is difficult to properly convey to the mind the various activities that have been carried on and their effect upon the community. It is only after a period of years that the value of the work can be shown, and then as reflected in the changed conditions that prevail in the community or county. Specific forms of field work have been carried on the past year with two thousand three hundred and forty-six farm cooperators. Each of these men carried on some special form of work under the direction of the representative of the Association. The results of the work so far as possible are expressed in numerical terms. The following summaries show so far as possible, the classification of the work, and the cropping results obtained this year."

SUMMARY COOPERATIVE WORK FOR THE SEASON 1912

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstration plats operated under supervision</td>
<td>84</td>
</tr>
<tr>
<td>Acreage of demonstration plats operated under supervision</td>
<td>3,996.9</td>
</tr>
<tr>
<td>Demonstration fields operated under supervision</td>
<td>643</td>
</tr>
<tr>
<td>Acreage of demonstration fields operated under supervision</td>
<td>8,377.8</td>
</tr>
<tr>
<td>Total acreage operated under supervision</td>
<td>12,374.7</td>
</tr>
<tr>
<td>Farmers signing cooperative agreements</td>
<td>801</td>
</tr>
<tr>
<td>Farmers cooperating but not signing agreements</td>
<td>238</td>
</tr>
<tr>
<td>Farmers with whom definite advisory work was carried out to completion—no agreement other than verbal</td>
<td>555</td>
</tr>
<tr>
<td>Definite advisory work—no agreements</td>
<td></td>
</tr>
<tr>
<td>Livestock demonstrations</td>
<td>16</td>
</tr>
<tr>
<td>Building construction</td>
<td>57</td>
</tr>
<tr>
<td>Planning farmstead and layout of same</td>
<td>8</td>
</tr>
<tr>
<td>Livestock purchases</td>
<td>35</td>
</tr>
<tr>
<td>Special feeding methods</td>
<td>25</td>
</tr>
<tr>
<td>Special cropping methods</td>
<td>58</td>
</tr>
<tr>
<td>Special tillage methods</td>
<td>43</td>
</tr>
<tr>
<td>Seed corn work</td>
<td>151</td>
</tr>
<tr>
<td>Weed eradication</td>
<td>31</td>
</tr>
<tr>
<td>Livestock work</td>
<td>288</td>
</tr>
<tr>
<td>Miscellaneous work</td>
<td>144</td>
</tr>
<tr>
<td>Drainage</td>
<td>5</td>
</tr>
</tbody>
</table>

(a) Total number of farmers carrying advisory work
Not under agreement                                       | 306      |
Individuals accepting definite advice on farm problems, returns unreported | 446      |
Total number farmers cooperated with                     | 2,346    |

NOTE: (a) Due to system of carrying records of work there is a possible duplication between individuals with whom definite advisory work was carried out, and farmer carrying advisory work not under agreement. Duplication cannot exceed 555, and is probably not over 50 percent of that figure. To insure accuracy, however, 306, the difference between highest possible duplication and gross number is carried forward as an addition to farmers worked with.

"During the year cooperative work was carried on in eighty percent of the townships in the counties and district in which cooperation is existed. Slightly over twelve percent of the total number of farms in these districts have cooperated with the Association in some specific form of work. It is expected that during 1913 this percentage will be much increased, and that possibly through indirect methods of cooperation fifty percent of the farm will ultimately be reached in one way or another.

"The Field Agent of the Association covers his territory regularly, yet he must be available at practically any time to a cooperator needing assistance. Each demonstration is carefully watched and the Agent endeavors to be at the farm whenever a critical condition exists, making it possible to give the directions needed at the time. The number of visits made each cooperator depends upon the character of the cooperation. Some forms of work
required but two visits while others will require several during the season. The fact that there are certain periods during which the great majority of cooperators must be reached promptly is the limiting factor in the number of cooperators each Agent can care for."

The year 1912 is especially important in considering the historical forebearers of the Cooperative Extension Service. Establishment of Better Farming agents in counties and continuing outreach or Extension activities by NDAC staff members set roots and footholds which carried over directly to the Cooperative Extension Service.

A summary of work of the Better Farming agents reads almost like a summary of present county agent's work allowing for technology changes.

Assistance with farmstead planning and individual farm building plans continues.

Securing and distributing of new varieties of major crop seed stocks methods have changed but demands for that service are never ending.

Livestock management technology has changed greatly but farmers have not changed in their desire to keep up with those changes.

Crop production technology and soil management continue to be major concerns especially as related to soil conservation and environmental problems.

Organization of associations such as breeding circuits, dairy herd testing, commodity groups, performance testing and others for the mutual benefit of their members continues.

Work with youth through 4-H clubs, camps, seminars, judging contests, fairs and recreation groups is still a major Extension project but now involves a much greater number of urban youth.

Numerous individual problems and projects relating to the farm, the home and family life are confronted both individually and through organized groups and classes just as the first agents did.

Cooperation with commercial clubs and public officials continues as an ongoing program for mutual understanding and appreciation between rural and non-rural people.

Major on-going Extension programs and activities have extended throughout Extension's history. Emergency situations may have interrupted them from time to time but they quickly rebounded when the emergency was over. Interspersed with those ongoing programs are a great variety of projects, programs and activities dealing with current interests, pressures and problems.

County agent's programs and activities are planned with the help of local people to fit their local situations and no two county agents' programs are apt to be entirely alike.

Some have questioned the motives of those who established the North Dakota Better Farming Association. Under a capitalistic society profit is surely a major motive but it would be unfair to say it was the only objective of those sponsors. Overall settlement, development and improvement of living conditions were both state and national concerns and were expressed as objectives of the Association.

Thousands of foreign emigrants were streaming into the United States. Most had little money but were willing workers and those circumstances were ideal for settlement and development of the Great Plains area.

Much of North Dakota was settled by 1911. Railroads owned millions of acres of land, bankers had millions of dollars in land mortgages and lumber companies had millions of dollars of unpaid for lumber standing in farm buildings. All were interested in getting a good return on their investments and also in establishing a solid foundation for future business.

Many farmers were "shoestring" operators and their "shoestrings" had been broken, knotted and reknotted with second and even third mortgages. Railroads, banks and lumber companies alike were looking at potentially large losses unless farmers increased their incomes.

Those were the circumstances under which Better Farming Association sponsors undertook to protect their investments. Their share of the gain may have been unduly large but their pioneering efforts set up a type of out-of-school education system that has had immeasurable financial and family living benefits to North Dakota families.

Better Farming Association Director, Thomas P. Cooper, was hired by commercial organizations. His carryover to Cooperative Extension Director and public funding created some problems and took some time to break away from his former sponsors. Organizers of the Nonpartisan League Political Party were solidly against "big business" and associated Cooper and county agents with "big business."

Extension's World War I (WWI) assignments and Cooper's acceptance of Directorships in Kentucky helped to refocus Extension's image.
BETTER FARMING
IS SURE TO PAY
WE'LL HELP
TO GET IT UNDERWAY

Judging from present standards, farming was a primitive operation when those first Better Farming Agents rode their motorcycles or drove their trusty "Model Ts" into farmer's yards to urge them to diversify - plant alfalfa and corn and raise some livestock.

Small grain farming, mostly wheat and flax, predominated in the western two-thirds of the state. Their main livestock was horses used to hurriably prepare a seed bed and plant the crop in the spring and harvest it in the fall. In between times, hay was put up for their horses and more land was broken up. A few cattle and sheep ranches still using open range laws were setting roots in southwestern parts of the state.

Diversification was a new word to most farmers and like all new things, it had to prove itself. Many were wary of trusting the better dressed, young college graduate sent to show them how to farm by the Better Farming Association which was financed mostly by businesses, banks and railroads. That feeling was hard to overcome and it lingered on long after the Better Farming Association was replaced by county agents financed by county, state and federal taxes. Political groups and some individuals seized that opportunity to agitate farmers against "Big Business" and Extension suffered accordingly.

One argument used against work of the Better Farming Association's agent was that the age and educational background of farmers made it impossible for them to be taught new and scientific methods. Such methods would have to be taught to the children who could then use them when they became farmers.

Director Cooper applauded teaching of new methods and practices to the children but stated that the immediate problem of the farmer could not be solved unless the farmer improved his present efficiency and practices. Thirty percent of the farmers were less than 45 years old and unless they made changes their children may not get a chance to farm.

The organization of Farmers' clubs was a major project of the first agents. Thirty-four clubs were organized in the first year and the report states that several hundred clubs are necessary in the state, stating that "Farmers' club movement is of utmost importance, as providing a means for the organization of the farmers so that they may materially better their conditions. The main object of the clubs is social and educational, rather than financial improvement."

One of the functions of those clubs was to promote state legislation for financial support of county Better Farming agents.

The 1913 session of the state legislature enacted a law permitting Boards of Commissioners to levy a tax not to exceed .5 of a mill on all taxable property for the purpose of promoting diversified farming. This made it possible for counties to appropriate funds to cooperate with the Better Farming Association in the employment of a Better Farming agent. The title of the law, "Taxation for the Promotion of Diversified Farming" gives some idea of the general opinion of the objectives of the work of Better Farming agents. The following Extension law as approved March 1, 1913 and amended 1915, 1917, 1923, 1925, 1947:

ARTICLE 26
TAXATION FOR PROMOTION OF DIVERSIFIED FARMING

2263. TAX LEVY FOR COUNTY AGENT WORK. The Board of County Commissioners of any county in North Dakota upon petition of 20 percent of the electors of said county, as determined by the votes cast for the office of governor at the last preceding election, filed with the county auditor and worded as hereinafter provided, shall submit to a vote of the people at the next general election the question of providing a tax levy for county agent work.

PETITION PROVIDING FOR LEVY FOR COUNTY AGENT WORK

We, the undersigned, the electors of County, North Dakota, do hereby respectfully petition the Honorable Board of Commissioners to levy a tax sufficient, and not to exceed .5 of a mill, to employ county agent or agents for the purpose of carrying on county agent work in cooperation with the State Agricultural College.

Form of Ballot. For an election as hereinbefore provided a separate ballot shall be used and worded as follows:

FOR COUNTY AGENT WORK
AGAINST COUNTY AGENT WORK

On the first day of July following the election when the majority of the voters cast their ballot for county agent work, it shall be the duty of the Extension division of the North Dakota Agricultural College to present a candidate or candidates to the board of county commissioners for their selection and final approval as county agent. There shall be made
available from county funds a sum not less than $2,000.00 but in no case shall the levy made for this purpose exceed .5 of a mill.

Method of discontinuing levy. The board of county commissioners of any county of this state upon petition of 20% of the voters of said county, as determined by the votes cast for the office of governor at the last preceding election, worded as hereinafter provided, shall cause to be submitted to a vote of the people the question of county agent work, provided that a separate ballot is used, worded as hereinbefore provided.

FORM OF PETITION FOR DISCONTINUING LEVY

We, the undersigned electors of ........ County, North Dakota, do hereby petition the Honorable Board of County Commissioners to place on the ballot the question of discontinuing county agent work at the next general election.

If a majority of the votes cast are against continuing the levy for county agent work. The tax levy and the services of the agent shall be discontinued on the 31st day of December following the date of election, provided that funds accumulated under the provisions of this act remaining in the treasury may be distributed to any fund or funds that the county commissioners deem expedient. If the majority of the votes cast are for the support of county agent work it shall be the duty of the County Commissioners to continue said tax levy as provided in this act. It shall be unlawful for any Board of County Commissioners to place the question of County Agent Work on the ballot without having received notification from the County Auditor that petitions as provided for in this act have been filed at least 30 days before the date of election. (Laws 1925, ch. 115; Laws 1923, ch. 191; Laws 1917, ch. 1)

Section vests no discretion in board of county commissioners as to annual levy for diversified farming, and requires annual levy to be made. Westlake v Anderson, 33 N.D. 326, 156 N.W. 925.

TAXATION FOR PROMOTION OF AGRICULTURE, 26 R.C.L. 60 AND SUPPS.

Passage of that law was the first step towards shifting Better Farming agents from the private payroll to the public payroll. Records available do not indicate how many counties used any or all of the levy in 1913 but it is assumed that some did. Regardless of that, the activities and expenditure of the Better Farming Association greatly increased during 1913. Thirteen additional Better Farming agents were placed and expenditures increased from $43,110.70 in 1912 to $68,397.59 in 1913. Additional men agents employed were: W.E. Wied, A.E. Nelson, A.J. Gaumitz, L.H. Robbins, E.W. Hall, J.C. Hoke, T.X. Calnan, J.M. Humphreys and Edgar Olsen. A field woman, Mildred M Vietsch, was also added to the staff. Her duties were to demonstrate and promote "the installation of modern devices which render the farm home more livable." She was to give attention to kitchen arrangement and methods which would give greater efficiency in the home. The farm home problem was stated as being that of "the elimination of drudgery without material increase in cost."

Several references to youth work by Better Farming agents are listed in their 1912 and 1913 reports. They will be included in a chapter devoted entirely to youth work.

Throughout 1912 and 1913 annual reports of the Better Farming Association, there is repeatedly expressed the fact that farmers were receiving the work with enthusiasm. There is a noticeable absence of any reference to criticism or a lack of acceptance of the work by the farmers. This is a tribute to the great enthusiasm of the personnel of the Association and their belief in the soundness for the work they had undertaken. However, it is known that their work was not a bed of roses and that many farmers regarded the Better Farming agent as an employee of businessmen sent into the country to increase farm production so the businessman might profit from buying and selling farm commodities. Then, too, there was the general feeling among farmers, which was being agitated by many farm leaders, that the solution to their problem did not lie in diversification but in a better price for their wheat and flax. There was a feeling on the part of some that men in the grain trade, some who were helping to finance the Better Farming agents, manipulated the grain prices to their great advantage and to the farmers' disadvantage.

The Better Farming agents were pioneers in the field of adult education. Their enthusiasm and resourcefulness recognized no obstacles and their experiences produced many of the educational techniques in use today. Those pioneers in Extension work had no background of experience, no pattern or educational techniques or professional traditions to guide them in their work. They found trails instead of hard surfaced and graveled roads to travel on, meeting places ill equipped and poorly lighted, winter travel was with horse and sleigh and there was not always a generous welcome when they arrived at the meeting place or a farm call.
At that early date there was little or no help from the state office, no state office specialists to keep the agents up-to-date on subject matter and guide them in methods and procedures. There were no District Supervisors with long experience and training in county agent work to guide them over the rough spots.

There were compensations, however, which made the Better Farming agent's position one to be desired and no doubt gave the agents a feeling of great satisfaction for a job well done. There were many farm people eager to learn of new practices and better ways of doing things on the farm. When the agents gained the confidence of those people, they became close friends and ardent supporters of the work. The hospitality of farm people was and is warm and enduring once they are convinced of the sincerity of an agent and his willingness to work in their behalf.

Although the 1913 North Dakota legislature authorized counties to levy funds for county agent work it did not provide any funds for statewide administration of that work. The Better Farming Association remained in that capacity until federal funds were provided by passage of the Smith-Lever Act in May and allocation of funds to states on July 1, 1914. Dissolution of the N.D. Better Farming Association is not recorded in available records. However, it is assumed that it functioned and was instrumental in getting the 1915 legislature to make its first appropriation, $20,000, for the state Cooperative Extension program.

Many pages could be added regarding work of the Better Farming Association and early farm institutes but detailed information is given in the institutes hardbound reports and will not be repeated here. It is sufficient to say they were very successful and were the foundation for many future Cooperative Extension programs.

Extension discontinued statewide sponsored Farmer Institutes in the mid 1920's but that was not the end of Extension institute type meetings. Local county agents worked with local people to plan and conduct institute type meetings with programs based on local needs. Most such institutes were two day affairs and involved local people as much as possible. Extension and Experiment Station personnel provided most of the subject matter presentations and local businesses underwrote the institute expenses.

THOUGH THE WORK WAS MUCH THE SAME COOPERATIVE EXTENSION WAS ITS NEW NAME

May 8, 1914 is remembered as the birthdate of the Smith-Lever Act that established the Cooperative Extension Service and appropriated funds to get it underway. July 1, 1914 was the actual birthdate of Extension as set forth in the Smith-Lever Act. North Dakota was well prepared to welcome that new agency and its accompanying funds. Agricultural College staff members had been doing Extension work ever since the college was founded and the North Dakota Better Farming Association had field agents working in twelve counties.

When Smith-Lever funds became available arrangements were made to hire Thomas F. Cooper, Director of the Better Farming Association, and his field agents and establish the North Dakota Cooperative Extension Service headquarters at the Agricultural College. Mr. Cooper was also appointed as Director of Agricultural Experiment Stations and excellent cooperation was established between Extension and Experiment Station staffs. Better Farming field agents became county Extension agents and their work continued for several months very much as it had been.

Director Cooper outlined the purpose of the work as being to "serve the community rather than the Agricultural College, and to become so thoroughly in touch with the many conditions which may affect the rural interests of the county in which they are located that through cooperation with the present organizations or others which may be formed, that they may obtain the highest possible development of a rural life that shall be safe and sound." He stated that through the helpful influence of the county agent "men and women may develop within themselves the ability to bring about a better condition in the community." bringing the results of the work of the Experiment Station to farmers was described as but a small part of the agent's work. More "may be accomplished by bringing out local facts and local knowledge."

The Smith-Lever Act provided the basic principles for much of the succeeding legislation and the
appropriations for Extension Service. The appropriations provided for matching funds with the state and county and the allocation of funds on the basis of rural population. It set forth a guide for Extension work in the following words: “Cooperative Agricultural Extension work shall consist of the giving of instruction and practical demonstrations in agriculture and home economics to persons not attending or resident in said colleges in the several communities, and imparting to such persons information on said subjects through field demonstrations, publications and otherwise; and this work shall be carried on in such a manner as may be mutually agreed upon by the Secretary of Agriculture and the State Agricultural College or Colleges receiving the benefit of the Act.”

Director Cooper’s report of 1914 and 1915 says that the Smith-Lever Act “placed the Agricultural Extension work that is in progress in North Dakota on a firm financial foundation” adding “that it is far reaching in effect, and assures a definite program of agricultural Extension work that cannot fail to bring about tremendous results within the state.”

Beginning April 1, 1916, each county that employed a county agent received $1,200 of Smith-Lever funds to support county agent work and the county met the balance of the cost. “The supervision of the work rests with the Agricultural College and County Board of Commissioners shall receive monthly reports relative to the progress of the work and it is agreed that the man employed shall be satisfactory to the Board.”

The Smith-Lever Act provided a basic appropriation of $10,000 to each state with additional funds to be allocated on an offset basis to each state on the basis of rural population in seven successive years. By 1922, North Dakota’s allotment of Smith-Lever funds was $52,607.

Twelve counties had local Better Farming agents in 1914 when Extension assumed their work. By the end of that year, county agents were placed in an additional six counties.

Records for 1916 show county agents in just 16 counties and 1917 with agents in 21 counties. The original North Dakota 1913 law authorizing a levy
and establishment of county agent work was not adequate and it was reviewed and revised by the 1917 legislature. That new law made it mandatory for county Boards of Commissioners to appropriate funds and employ a county agent upon a majority vote of the voters of their respective counties. Residents of the county could initiate the vote upon a petition of twenty-five percent of the legal electors as determined by the votes cast for Governor in the last election. The levy for Extension work could be discontinued in the same manner.

It was clear that the intent of the law was to initiate or discontinue county agent work and was not meant as a means to get rid of an unsatisfactory county agent. Few people in the counties understood this and in the years to come, many votes on county agent work were instigated because some people did not like the county agent and wanted a change.

In the early years of Extension work, few people understood the function of a county agent. In many cases if the agent’s work didn’t conform to the ideas of the local politician, petitions were circulated and a vote was instigated. In most every case of a vote, most people looked at the county agent as the issue instead of the value of the work. When crops were poor and it was hard to meet taxes, exaggerated rumors of the cost of a county agent was sure to bring a vote on county agent work.

The county agent who had offended one political group or the other brought a vote down on his head. Thus, during the 1920’s and early 1930’s every two years saw a number of counties voting on whether or not to establish or to continue county agent work.

When a vote was approved by sufficient petitions it was the duty of the Extension Service to direct the attention of the voters to the value of the work done in the county. However, in the minds of the voters the value of the work or its costs was not always the issue. It then became a challenge to the state office worker, who was sent to the county to inform the voters on the value of the work so they might vote intelligently, to search out the issue and meet it the best he knew how and to direct the attention of the voters to the value of the work as compared to its cost.

Extension workers as a rule were amateurs in the political maneuvering which sometimes took place in a county vote on county agent work.

The 5 mill county tax limit presented financial problems for county agents in some counties and other means of raising the required local matching funds became necessary. Organization of “farmers clubs” had been a work priority for Better Farming agents and county agents and in some counties they became the financial sponsors for their county agent.

A club membership fee usually of one dollar in the early years was used to help support the county agents work. Those clubs also lobbied their Boards of County Commissioners for support of the county agent. That situation was not unique to North Dakota and was especially common in states like New York, Ohio, Indiana, Illinois, Iowa and Kansas. Local “farmers clubs” soon became organized as county, state and national organizations such as the “Orange” and the “Farm Bureau.”

North Dakota county agents were slow in organizing local farmers into support organizations called County Farm Bureaus. Farm Bureaus were initially organized in New York State starting in 1911 and Farm Bureau was their official name. They were organized to give both program and financial support for county agents. Their interests and activities varied according to their members. Some were strongly oriented to educational programs and others to commodity sales and purchase programs. Some were mainly social groups and some became active in politics.

Originally formed on an individual county basis they later added state and national organizations.

Grand Forks, Dickey, Morton and Ramsey county agents organized North Dakota’s first county Farm Bureaus in 1917. Annual membership dues of $1 and later raised to $10 were used to finance the Bureau’s work and in some counties to help finance the county agent’s work. County Farm Bureaus were formed or near the county agent’s office.

Farm Bureaus had been organized in 21 North Dakota counties by 1919 with an average membership of 300 men and women. Thirteen of those organizations issued four to six page publications on a regular monthly basis. Township directors were elected to cooperate with the county agent for programs in their communities.

County Agent Leader R.C. Pollock resigned June 30, 1919. H.B. Fuller, who had extensive experience in organization of county Farm Bureaus in New York State, was hired to replace Mr. Pollock. Mr. Fuller placed great emphasis on Extension-Farm Bureau cooperation but depressed farming conditions interfered. Many farmers did not pay their membership dues and in 1920 only 14 North Dakota counties had Farm Bureaus.

North Dakota Farm Bureau Federation was organized in 1919-20 and its purpose was much broader than that of the county groups. Its purposes were to promote marketing organizations and state legislation of interest to farmers. Most county Farm Bureaus affiliated with the State Farm Bureau Federation in 1920 with high hopes for a quick solution to low prices and huge commodity surpluses.
Some county Farm Bureaus organized livestock shipping associations and wool pools. Some also organized purchasing pools. Those associations and pools were quite successful and many continued to operate for many years after county Farm Bureaus were disbanded.

H.B. Fuller resigned as Extension County Agent Leader on June 30, 1921 to become secretary for the North Dakota State Farm Bureau Federation. Other employees of the State Federation were E.S. DeLancy, James Farrell, Alex McDonald and J.F. Reeves. Most of their time was used to solicit membership and little work was devoted to educational programs.

Extension-Farm Bureau relationships was just by mutual agreement and had no legal status. State Farm Bureau Directors expressed a strong desire for a legal relationship through state legislation and started such action in 1921. Extension administration was strongly opposed to that movement and it was dropped. Depressed farm economic conditions prevailed during the early 1920's and farmers quit paying their county Farm Bureau dues. By 1923 most county Farm Bureaus were disbanded.

About the same time that county Farm Bureaus were disbanded the Farmers' Educational and Cooperative Union (Farmers' Union) began organization in southeastern North Dakota. They quickly organized marketing and purchasing cooperatives and conducted strong educational programs for both adults and youth. They made little contact with Extension administration or county agents partially because of Extension's relationship with Farm Bureaus. However, most Extension cooperators who became Farmers' Union members continued to be good Extension cooperators.

Farmers' Union leaders strongly disagreed with Extension Farm Management Specialist Rex Willard on cost of farm production figures. Mr. Willard used figures from a large number of actual farm records furnished by farmers. Farmers' Union officials protested that his figures were much too low. Neither would compromise and Extension-Farmers' Union relationships suffered accordingly.

Charley Talbott, Dickey County farmer, was the first president of the North Dakota Farmers' Union. He was a sincere militant farm leader without much love for Extension. He is attributed to have said, "I can take the hide off of a county agent and hang it on a fence quicker and nearer than anyone I know." Extension Director E.J. Haslerud was a diplomatic, sincere person and was respectful to Mr. Talbott. He invited Mr. Talbott to attend and speak at annual county agents' conferences. Mr. Talbott was a strong speaker and he did not hesitate to let county agents know his feelings towards their work. Relationships between Extension and Farmers' Union officials gradually became more friendly and they have worked together with many programs and activities.

During the 1940's county and state Farm Bureaus were reorganized in North Dakota entirely independent from Extension.

Extension is not directly affiliated with the Farm Bureau, Farmers Union, National Farmers Organization or any similar farmers' organization. It does, however, solicit cooperation with and support from all farmers' organizations in conducting Extension's education and demonstration work.

PIECES OF EIGHT!
PIECES OF EIGHT!
EIGHT STALWART MEN
HAVE DIRECTED ITS FATE

Although all Extension workers share responsibility for Extension's success, the State Extension Director has final authority and responsibility for determining Extension's policies and program direction. North Dakota Cooperative Extension has had much good fortune in the selection of its Directors. Only eight people have held that position and been responsible for establishing and maintaining Extension's image during the seventy-two years, 1914-1985. All eight have been energetic, highly dedicated, straightforward and imaginative leaders.

First Director, Thomas P. Cooper, was an Illinois farm boy with an agricultural degree from the University of Minnesota. He started his career in North Dakota as Director of the North Dakota Better Farming Association in 1911. That Association was mainly sponsored and financed by commercial interest and it was making good progress in conducting agricultural demonstrations and meetings when the National Smith-Lever Act was passed in May 1914. That act created the Cooperative Agricultural Extension Service and appropriated funds for Extension work starting July 1, 1914. Mr. Cooper had been working closely with NDAC staff members in conducting Better Farming Association work and he was appointed as the first Director of the North Dakota Cooperative Agricultural Extension Service. He remained as Director until December 31, 1917 when he became Dean of Agriculture and Director of Experiment Stations at the University of Kentucky on January 1, 1918 and Director of Extension in 1919.

Director Cooper was successful in converting his Better Farming Association staff to Extension but although some federal money was made available he still had to depend partly on private or commercial funds to carry out Extension's work. His tenure started at the end of the 1910-14 base period that has been established as agriculture's full parity period and farmer's incomes were beginning to be squeezed.
THOMAS POE COOPER
March 2, 1881 – February 19, 1959

Special Agent, Bureau of Statistics, USDA 1904-1910
Farm Management Assistant,
University of Minnesota 1904-1908
Farm Management, University of Minnesota 1908-1911
Director, N.D. Better Farming Association 1911-1914
Director, N.D. Cooperative Extension Service 1914-1918
Dean of Agriculture and Director of Experiment Station, University of Kentucky 1918-1951
Director of Cooperative Extension, University of Kentucky 1919-1951

Cooper was also Director of the North Dakota Agricultural College (NDAC) Experiment Stations and that caused him some problems. He was a strong administrator and insisted that all experimental work and all publications he reviewed and approved by him. Staff members thought he was too restrictive and that he slanted their work too much towards the commercial and not enough towards the scientific stand.

Action was being taken before Cooper resigned to place the Experiment Station under a separate and independent Director. That action was completed when Gordon Randlett was named to succeed Cooper and except for the tenure of H.L. Waller each directorship has been held by a separate person.

Cooper spoke at many meetings throughout the state and gained many strong Extension cooperators and supporters. He left North Dakota just when World War I (WWI) emergency programs were giving Extension an opportunity to demonstrate its emergency abilities.

GORDON W. RANDLETT
November 7, 1868 – June 14, 1942

Farmers’ Institutes, Boys’ and Girls’ Clubs, Better Farming Association, North Dakota 1902-1915
Director of Extension, South Dakota 1915-1918
Director of Extension, North Dakota 1918-1926

Gordon W. Randlett became the second Director of North Dakota Cooperative Extension on February 10, 1918. Mr. Randlett was born at Richmond, Quebec, Canada, November 7, 1868 and moved with his parents to Iowa. He attended both Iowa State and Iowa State Teacher's Colleges and taught school several years before joining the NDAC staff in 1902.

At NDAC Randlett was the head of the College Extension Department and did much work with youth. He also worked with farmers' institutes along with the Better Farming Association. He worked through county superintendents of schools and had more than 13,000 farm boys and girls participating in corn, potato, pig and strawberry projects.

Passage of the Smith-Lever Act and establishment of the Cooperative Extension Service gave Randlett an opportunity to become Director of Cooperative Extension Service for South Dakota in 1915 and he held that position until he was called back to North Dakota when Director Cooper resigned to go to Kentucky.

College President E.F. Ladd acted as Extension Director while waiting for a replacement for Cooper. He became well acquainted with Extension's programs and a strong supporter for Extension.

Randlett's return to North Dakota was during the fury of WWI. Manpower shortages included Extension's staff and already long working days became even longer. Manpower shortages for farm work and food shortages in general dictated much of Extension's work. Funds were made available to hire more Extension staff but few trained people were to be found and much of those funds were returned to the federal government.

Randlett's previous work and acquaintances in North Dakota well qualified him to guide Extension through WWI emergencies and the hectic post-war years. Deflation and poor crop yields following WWI made state and county funding difficult and Randlett's last four years as Director saw many staff changes and great economic adjustments for farmers. Federal funding for emergency WWI programs was cut back soon after the war ended and many counties voted on whether or not to start or to continue county agent work. Insecure tenure and low salaries shook staff morale but not for long.

Critical farm economic conditions during the early 1920's brought forth several emergency federal farm programs and Extension was assigned to administer them. Livestock feed loans and crop seed loans temporarily revitalized both agriculture and Extension.

Farmers' Institute meetings were continued but on a scaled down basis throughout Randlett's tenure. They continued to be popular and well attended but became more difficult to staff and manage as a state sponsored program.
December 8, 1933

Members of the Extension Staff -

Dear Friends:

As you probably have already heard, I have been elected Secretary of the St. Paul Bank for Cooperatives, which operates in the Seventh Farm Credit Administration District. I have asked for a leave of absence to June 30, 1934, but judging from newspaper reports, it appears that the Board of Administration has not seen fit to grant my request.

If this is the case, I will sever my connection with the North Dakota Agricultural College completely, since I am not inclined to ignore the opportunity of taking up work that seems to me to offer great possibilities for constructive effort in an important agricultural field.

I wish to take this opportunity of expressing my gratitude for the loyal support that has been given me by the field force and the supervisory members of our staff. Without such support, the best efforts we might have put forth would have amounted to little.

It is my sincere hope that Dean Walster, my successor, will be given the same generous support and cooperation that you all have accorded me during the past seven years. With it the extension organization will go forward to greater accomplishments.

I cannot give up a type of work in which I have been engaged the past eighteen and one-half years without keen regrets; first, that I have not been able to accomplish all that might be desired, and second, that it is necessary to lose direct contact with so many who have devoted their best thought and effort with me in a common cause. However, my new work will not be in an entirely foreign field.

Extension workers have and will continue to have a deep interest in the success of cooperative effort on the part of farmers. It is my hope that the St. Paul Bank for Cooperatives will be a potent force in bringing about such success, and I have no doubt that our paths will cross occasionally in the future - at least, that is my sincere desire.

Trusting that next year and the succeeding years will bring more and more of the abundant life to you and yours, I am

Sincerely,

[Signature]

C. F. Monroe
Randlett was well acquainted with the national founders of Extension, Dr. Seaman Knapp, Dr. Wilson, Senator Smith, A.B. Graham, Dr. C.B. Smith, A.F. Lever and many others. He had much contact with them and often related incidents which helped to shape the organization, philosophy and policies of Extension during its inception and early years. Randlett was truly an Extension pioneer in both North Dakota and South Dakota and had thousands of acquaintances and friends in each state.

Gordon Randlett resigned as Extension Director on August 31, 1926 but remained on the college staff for some time. He later served for seven years as Agricultural Development Agent for the Greater North Dakota Association and completed his career as Special Investigator for the Agriculture Adjustment Wheat Program. He continued to reside in Fargo until his death on June 14, 1942.

“Within the Extension organization I have tried to hold up the thought that we must develop our program in a balanced way, working with all members of the farm family. I believe that my efforts in New Mexico in this direction bore fruit. The need of such emphasis is not so apparent in North Dakota.

“I have attempted to create a more tolerant attitude toward other educational forces, Smith-Hughes, college teaching and research. My success had best be judged by others.

“It has been my desire to secure a sympathetic understanding of Extension work on the part of semi-public agencies such as business organizations, the press, railroad organizations and others that are sincerely working toward a more stable, prosperous agriculture and a satisfying country life. I believe a fair degree of success has been attained.”

Monroe organized Upsilon Chapter of Epsilon Sigma Phi, honorary professional Extension fraternity at NDAC and served as Chapter Chief from 1927-31.

Charley Monroe resigned as Extension Director effective November 23, 1933 to become Executive Secretary for the newly established Federal Bank for Cooperatives at St. Paul, Minnesota. He served in that position until his death on October 25, 1935.

CHARLEY FRASER MONROE
November 18, 1884 - October 25, 1935

County Extension Agent, Grays Harbor, Washington 1915-1918
Assistant County Agent Leader, Washington 1918-1919
County Agent Leader, New Mexico 1919
Director of Extension, New Mexico 1919-1926
Director of Extension, North Dakota 1926-1933

Charley Fraser Monroe, an Iowa farm boy with an M.S. degree from Iowa State College at Ames, became North Dakota’s third Cooperative Extension Director starting September 1, 1926.

Monroe had experience as county agent and assistant county agent leader in the state of Washington and about 8 years as county agent leader and Extension Director in New Mexico. He served as North Dakota Extension Director during the difficult farm years 1926 through November 23, 1933. He left Extension at just the time the new federal Agriculture Adjustment Act programs began to pump new life into Extension.

Charley Monroe was a kindly but forceful well-like administrator. His philosophy of Extension can best be understood from his statement to the Extension staff shortly before he left Extension.

DR. HARLOW L. WALSTER
April 20, 1883 - October 7, 1957

NDAC Experiment Station Agronomist 1919-1933
Director of NDAC Experiment Station 1934-1953
Director of NDAC Cooperative Extension 1934-1937

Harlow L. Walster became North Dakota Cooperative Extension Director number four on December 1, 1933. Walster was raised on a 400 acre dairy farm in Sauk County, Wisconsin. He had earned a B.S. degree from the University of Wisconsin, an A.M. from Harvard and a Ph.D. from the University of Chicago. One of his hobbies was reading and he was well read in many subjects.

Walster’s tenure included Extension involvement in numerous agriculture emergency programs including drought related government livestock buying, livestock feed procurement, livestock feed loans, crop

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seed loans, grasshopper control and organization of state and county agriculture adjustment programs and committees. He worked long hours every day and at times appeared quite gruff but his sincerity and honest integrity won him much respect and many statewide friends.

Dr. Walster was in much demand as a public speaker and later became Grand Master for the North Dakota Masonic Lodge. He was unyielding to political pressures and that led to his being ousted, "fired," as Extension Director by Governor William Langer on August 15, 1937. This writer was a college student in a class taught by Dr. Walster and at that time rated him as an excellent teacher. He was both inspirational in teaching and strict in discipline. Few, if any, students cut his classes. One student organization invited Dr. Walster to be a guest speaker and when the day arrived he showed up carrying three books. He said he was extremely tired and needed to relax and asked to be on the program before the business meeting. When introduced he told the group of his need to relax and said, "I don't have a prepared speech for you but I do have three books of excellent poetry and I'm going to sit down and read some of it. I'll read aloud for about 20 minutes and maybe at some future time I can come back and give you the speech you have expected today." His reading performance was excellent and well received and he did return at a later date to give the Agricultural Engineers' Club a talk on Irrigation Potentials for North Dakota.

Dr. Walster never forgot his Extension friends and helped to recruit many students for Extension. He participated in Extension meetings long after he was Extension Director and was presented an award as an Outstanding Agriculturist by the North Dakota Stockman's Association in 1952.

George J. Baker was named Extension Director to succeed Dr. Walster. He was a Jackson County, Minnesota farm boy with B.S. and M.S. degrees from the University of Minnesota. Baker had been on the NDAC staff since 1921 as Acting Head of the Animal Husbandry Department and then as Extension Animal Husbandman. He became Extension Director on August 16, 1937 and left on January 15, 1939. His tenure as Director was too short to reflect many changes but his pleasant personality smoothed political problems. Baker's years as Extension Animal Husbandman, at times, also included the job of District County Agent Supervisor. When Extension's funds were reduced and staff was restricted, remaining state staff members had to fill more than one position. Baker was the first North Dakota Extension Animal Husbandman. His work greatly increased the scope and quality of livestock production and laid a solid foundation for his successors to build on. Much 4-H livestock literature and many basic livestock circulars were prepared by him. He left Extension just as agriculture was beginning to recover from the droughts and grasshoppers of the 1930's.

Mr. Baker died January 15, 1939 following a heart attack that had occurred about ten days earlier.

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**EDWIN JUSTIN HASLERUD**

**July 8, 1891 - March 7, 1967**

Extension Dairyman, University of Minnesota 1917-1919
Agricultural Extension Agent, Sanders County, Montana 1926-1927
County Extension Agent, Ward County, North Dakota 1929-1934
Assistant County Agent Leader 1934-1939
Acting Director of Extension 1939
Director of Extension, North Dakota 1939-1961

Edwin J. Haslerud succeeded Baker and became the sixth Director of the North Dakota Cooperative Extension Service on January 16, 1939. Mr. Haslerud was raised on a dairy farm near Peterson, Minnesota and had a B.S. degree in dairy science from the University of Minnesota. He was in charge of dairy research at Montana State University 1922-25 and then served as county agent at Thompson Falls, Montana 1925-27. His next move was to Minot, North Dakota where he served as Ward County Agent for two years. He then was appointed Extension Dairyman 1929-34 and Assistant County Agent Leader 1934-39.
Haslerud served as Extension Director until his retirements in May 1962. His twenty-three years as Director were nearly three times as long as the term of any of his predecessors and almost as long as the combined terms of the five Directors who preceded him. His long tenure placed him in the forefront of National Extension Directors' Committees and the shaping of National Extension policies and programs.

Public relations was a top priority topic for Director Haslerud. He constantly stressed the need for good relationships between all government agricultural agencies and worked hard to maintain friendly and cooperative work with them. Haslerud strongly believed that Extension's programs had to fit the wants and needs of the local people and towards that end stressed the importance of county program planning committees. He was the foremost promoter and organizer of the North Dakota Agricultural Advisory Council and served as its chairman for eight years. He believed in actions to achieve planning committees' recommendations and for reporting and demonstrating results to those committees.

Haslerud was a staunch promoter for better communications in health education and better public facilities to deal with health problems. He served on the North Dakota State Health Planning Committee and for several years was chairman for that committee. He appointed a Family Life Specialist to the Extension staff as soon as funds were available and much family health work was done by that specialist.

Director Haslerud was nominated by his staff for the USDA National Distinguished Service Award and subsequently received it on May 23, 1961 at a ceremony in Washington, D.C.

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Mr. P. V. Kepner, Administrator
Federal Extension Service
U. S. Department of Agriculture
Washington 25, D. C.

Dear Mr. Kepner:

Director E. J. Haslerud of the North Dakota Extension Service is being nominated by the North Dakotas Extension Service Honor Awards committee as a candidate for the Distinguished Service Award or the Superior Service Award. We feel that Mr. Haslerud is a very worthy candidate for such an award and strongly urge his selection for an award.

Because Director Haslerud is the nominee we, the North Dakota Extension Service Honor Awards committee, are transmitting this nomination.

Yours truly,

Stanley W. Bala
District Supervisor
Chairman, North Dakota Extension Service Honor Awards Committee
AIRMAIL

Dr. Fred S. Hultz, President
North Dakota State University
of Agriculture and Applied Science
State College Station
Fargo, North Dakota

April 18, 1961

Dear President Hultz:

We are pleased to inform you that the USM. Distinguished Service Awards Committee has selected Director Haslerud to receive the Distinguished Service Award this year. This is the highest honor award the Department can bestow upon its employees. Generally there are fewer than 12 in the entire Department who receive this award.

The awards to individuals will be presented on Tuesday, May 23, 1961, at 10:30 a.m., at the Sylvan Theater on the Washington Monument Grounds.

Since we believe you will want to notify Director of his selection, we are not writing to him direct. We hope it will be possible for him to be present at the ceremony on May 23 to receive his award. We do not have any funds from which his travel to Washington can be paid, but we feel this is a legitimate use of Cooperative Extension funds.

Formal invitations for his use in inviting friends to be present at the ceremony will be mailed to you.

We shall appreciate hearing from you at an early date as to the attendance of Director Haslerud at the ceremony.

Sincerely yours,

/s/

Luke M. Schruben
Assistant Administrator

cc: S. W. Bele, N.D.
ARThUR HERMAhN SCHULZ
September 24, 1915 - December 16, 1972

County Extension Agent at Large, North Dakota, 1940
Towne COUNTY, North Dakota, 1940-1941
County Extension Agent, Adams County, North Dakota, 1940-1941
Extension Agricultural Engineer, NDAC, 1941-1942
Military Service
Extension Agricultural Engineer, NDAC, 1945-1961
Assistant Director, NDAC, 1961
Acting Director, NDAC, 1961-1962
Director, Cooperative Extension, 1962-1972

Arthur H. Schulz became North Dakota Extension’s Director in May 1962 and served until his death from a heart attack on December 16, 1972. He was raised on a farm near Marion, North Dakota and had B.S. and M.S. degrees in agricultural engineering from NDSU.

Mr. Schulz started his Extension career as county agent for Adams County, North Dakota in 1940 and was appointed Extension Agricultural Engineer in 1941. His Extension career was interrupted by a three year period of military service 1942-45 and then returned to Extension. Rural electrification was a major Extension project at that time and Schulz contributed greatly to that program and the utilization of electricity by farmers. He was one of the organizers and served as chairman of the North Dakota Power Use Council.

Director Schulz was an exceedingly hard worker and also a strong task master. He made many administrative changes in Extension and established definite job descriptions and standards of performance for all staff members. He revised planning and reporting procedures and used result and achievement reports in contacting state legislators. He was able to establish and maintain good relationships with legislators and Extension fared well under Schulz’s leadership.

Director Schulz served a term as chairman of the Great Plains Council and as chairman of the legislative subcommittee of the National Extension Committee on Organization and Policy (ECOP). His sudden death left many loose ends and it took several months to complete them and to fill the Director’s position.

MYRON D. JOHNSRUD
September 9, 1933

Assistant County Agent, Williams County, 1965-1966
Study Leave 1966-1969

Coordinator Program and Staff Development 1969-1971
National Program and Staff Development 1971-1973
Associate Extension Director 1973-1974
Extension Director 1974-1986
Acting Federal Administrator 1986-

Dr. Myron D. Johnsrud became North Dakota Cooperative Extension Director number eight on July 1, 1974.

Following Director Shulz’ death, Dr. Kenneth Gilles, NDSU Vice President, Agriculture, and Wayne Colberg, Extension Program Coordinator, administered Extension and the search for a new Director which resulted in the appointment of Dr. Johnsrud as Associate Director on March 1, 1973.

Johns Rud was a McKenzie County farm/ranch boy who subsequently became an active partner/manager of a 2,000 acre grain/cattle ranch in his home county.

He attended and received a mechanized agriculture B.S. degree from NDSU and served as Assistant County Agent for Williams County for about a year. Johnsrud then attended the University of Wisconsin where he received M.S. and Ph.D. degrees in Adult Education and Extension Administration. He returned to NDSU and served about two years as Extension State Leader of Programs and Staff Development.

Johns rud was then called to serve as Director of Staff Development for the Federal Extension Service at Washington, D.C. and was serving in that capacity when appointed as Associate Director for the North Dakota Cooperative Extension Service.

North Dakota Cooperative Extension Service has undergone much evaluation and reorganization under Director Johnsrud’s administration. Female county agricultural agents and establishment of agriculture area agents have broken tradition and jarred Extension into present day reality. Use of electronic and telephonic equipment and reorganization of printing and bulletin handling have much improved efficiency of supplying requested information.

Staff reorganization along with increased delegation of authority and accountability have much improved staff management. Extension administration has long suffered from inadequate and inefficient office space and arrangement. Director Johnsrud worked with NDSU administration to correct that situation and remodeling of Morrill Hall has provided Extension administration with its first adequately coordinated office space.

Two others have acted as Extension Director for short periods. Dr. E.F. Ladd, President of NDAC in 1918, assumed the duties of Extension Director for
about six weeks, January 1 – February 9, 1918, after Director Cooper resigned. Although his tenure was short it proved to be fortunate relationship for Extension. Dr. Ladd became much better acquainted with Extension and a strong believer and supporter for Extension.

Dr. Kenneth Gilles, NDSU Vice President, Agriculture, became Acting Extension Director after the death of Director Schulz. He served in that capacity December 17, 1972 to July 1, 1974. Dr. Gilles was very conservative and exacting in protocol.