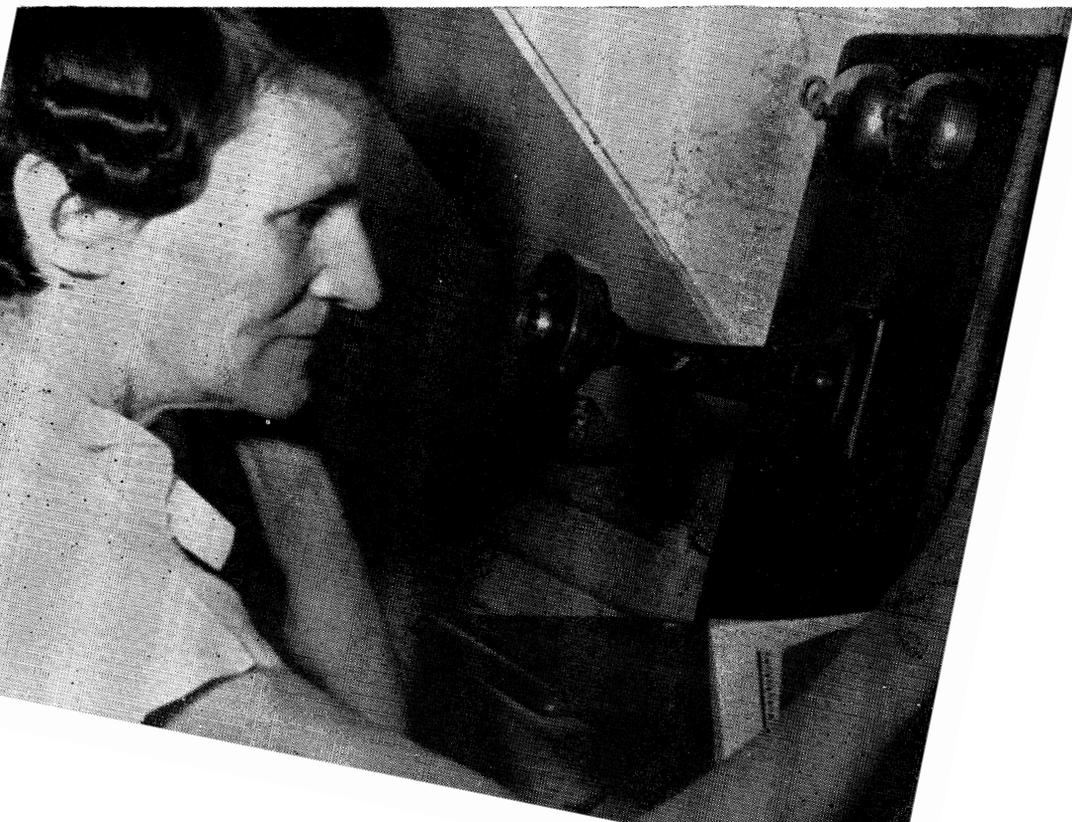


Neighborhood LEADERS' HANDBOOK



To the Neighborhood Leader:

The neighborhood is the basis of our American way of life, and the neighborhood leader has a tremendous responsibility in helping preserve it. Your selection as a leader is an honor. It is a mark of the confidence your neighbors have in your ability, honesty, and integrity, and in your willingness to voluntarily serve your country in this way.

During the past year, the neighborhood leader organization has been the primary means of placing agriculture in Oklahoma on an all-out wartime basis. You, as a leader in your neighborhood, have rendered valuable assistance to your neighbors in helping them assume their responsibility in many activities vital to the war effort. The success of programs such as the production and conservation of food, the salvage campaign, the Victory garden program, rationing, and many others, speaks well for the work you have done. Without your assistance we would have found it difficult to meet our responsibilities in special wartime programs and in the production and harvesting of our bounteous food, feed, and fiber crops in 1942.

We in the Extension Service wish to express to you our sincere appreciation for the opportunity of working with you during the past year. When our organization can be of service to you and your neighbors, get in touch with your county and home demonstration agents.

This handbook of general information for leaders has been developed for your use. We hope it will be helpful to you in carrying on as a neighborhood leader, in rendering helpful service to your neighbors, and in preserving our American way of life on the farm front.

Yours very truly,



SHAWNEE BROWN
Director.

Circular No. 380

**COOPERATIVE EXTENSION WORK IN
AGRICULTURE AND HOME ECONOMICS**

State of Oklahoma

SHAWNEE BROWN, Director
OKLAHOMA AGRICULTURAL AND MECHANICAL COLLEGE
AND UNITED STATES DEPARTMENT OF AGRICULTURE,
COOPERATING

Neighborhood Leaders and Their Job

A Handbook for Oklahoma Leaders

The Situation

When our great nation was called upon to defend itself, everyone wanted to know, "What can I do?" Farmers, as well as all others, were anxious to do their part.

With the early successes of the aggressor nations, we soon found that many things which we had come to consider necessities could no longer be had, and that our own war production would eliminate manufacture of much of our civilian needs. There also developed the need for huge agricultural production programs designed to supply certain strategic supplies, such as oils, fats, meats, fibers, and many other commodities essential to our war effort.

War demands the utmost from agriculture in output of food, fiber, and other products. War demands the utmost from the farm home in the conservation of food, clothing, and health, and other family resources. This means that *six million separate farms* and farm families must increase, adjust, and coordinate their production efforts. At the same time, these farms will have their individual problems which will be greatly multiplied by shortages and other effects of the war. This will call for hard work and planning. *It is necessary that all rural people understand wartime needs and situations, and it is necessary that they have all the helpful information and suggestions they can get.* Thus, there had to be some machinery by which every farm family can be kept in touch with the United States Department of Agriculture, which is directing the Nation's war-time farm program, as well as with other sources of information.

Our Farm Front Must Not Fail!

America's farm families face a supreme test in undertaking to produce the enormous supplies of food, fiber, fats, and oils needed by the United Nations in their all-out War against the dictators. They must meet this challenge. *They will meet this test!*

Oklahoma farmers have an important part in this effort. First, because our state is a leader in the production of much of the needed products; second, since we consume only a part of our production here in Oklahoma, a large part is available for use in the great manufacturing areas, for our armed forces, and for lend-lease shipment.

The task that confronts agriculture in this emergency is doubly difficult because big increases and shifts in production must be accomplished in the midst of many serious handicaps. There are shortages of labor, machinery, and power. There is more work and worry, and fewer doctors to care for the sick. There is more need to prevent farm fires because materials are not available to replace buildings and equipment destroyed. There are serious transportation problems. These are only a sample of the problems and difficulties that promise to bear more and more heavily on our farm people as the war goes on.

The answers to these situations must be found if we are to keep pace with the increasing need for essential farm products. To assist in this effort, new agencies have been created and are rendering helpful service. The critical problem is how to give farm people the information and educational assistance they need, in order that they may take their part effectively in all these efforts. That is the job which the Agricultural Extension Service through its cooperative Extension agents and their local leaders is especially equipped to do.

It is generally recognized that farm people will be too busy to attend many county-wide meetings. The rubber situation, labor shortage, and other factors will limit the use of the usual methods of discussing important problems. A plan had to be found which would make it possible to keep all farm families in every neighborhood fully informed on the important aspects of immediate problems facing farmers in their war production efforts.



This is the most momentous period in history. It is an attempt to help in creating an orderly, peaceful, and prosperous world. We will meet our challenge and measure up to our opportunities. — Secretary of Agriculture Claude R. Wickard.

Trained Leadership Needed

There was a need for a plan whereby rural leadership could be used to assist farm people in fulfilling their place in the war effort in an organized manner. Along with this need was a companion need to develop more rural leaders. Secretary of Agriculture Wickard said on February 11, 1942:

“I am looking to the Extension Service to carry forward on every sector of the farm front the general education in agriculture and home economics essential to the success of the wartime job.” Secretary Wickard added, “I am depending on Extension to train a much larger number of local volunteer leaders to help in carrying forward all phases of agriculture’s wartime program.”

The Extension Service has long made use of farm people as leaders in educational work; therefore, it was only a step to broaden this organization so as to completely cover an entire county, thereby making it possible to reach, *by personal contact*, each and every farm family in the entire United States.

Oklahoma Extension workers, with your assistance, have set up such a plan of utilizing leaders and training leaders for rural activities to the end that "no farmer or farm woman in America is left in the dark as to the *why and how* of all public effort affecting rural welfare." That plan is the neighborhood leader system of rural organization.

The Plan

The plan developed to make use of and train rural leaders is known as the Neighborhood Leader System, and today thousands of farm men and women have accepted the responsibility of serving as neighborhood leaders. Their job is an important one, and the purpose of this manual is to outline the important place that the rural neighborhood will have in the war effort, some of the responsibilities to be assumed, the part that the neighborhood leaders will play, and a brief statement of some of the important problems which neighborhoods themselves will very largely have to solve. Today, 800,000 neighborhood leaders have been enlisted by the Extension Service of the U. S. Department of Agriculture. Oklahoma alone has more than 21,000 such leaders who have agreed to serve on a volunteer basis.

Reliance on volunteer leaders is not new to farm people. Such leaders have rendered outstanding service in 4-H Club work, in home demonstration projects, and in similar activities down through the years. The neighborhood leader system is merely an extension of the volunteer leader idea to a neighborhood basis and to the last family.

The neighborhood leader plan is another evidence that America's greatest emergency is going to be met in the democratic way—the

American way of keeping everyone fully informed, giving each an opportunity to make his contribution in his own way and taking it for granted each will do his utmost because of his understanding and willingness to cooperate. To be part of such a plan is an honor of which each neighborhood leader may justly be proud.

There were five steps in setting up and organizing this neighborhood organization:

First, the definite mapping of the boundaries of all major communities in the county. Those areas around centers where one or more of such facilities as schools, business houses, banking houses, recreational facilities, religious centers, etc. were available to the people, and to which the people in the area usually come.

Second, the definite mapping of the social neighborhoods within the communities. Those areas where people have one or more common interest and who usually have more or less daily face to face contacts.

Third, the listing of all rural farm families in the neighborhood.

Fourth, the selection of leaders for all families in the neighborhood—one farm man and one farm woman to each 10 to 12 families in the neighborhood, making sure that each social or racial group within the neighborhood was represented.

Fifth, the selection by these leaders of those 10 or 12 families which they would contact immediately, when the need arose in our wartime effort.

WHAT IS A NEIGHBORHOOD LEADER?

In each neighborhood in Oklahoma, farm people have selected a farmer and a farm homemaker to serve as leaders for approximately 10 to 12 families; if there were more families in the neigh-

neighborhood, more leaders were selected. These men and women act as neighborhood leaders in seeing that all farm families in their neighborhoods are kept informed regarding rapidly changing needs and conditions and ways in which they, as farm families, can contribute most to the war effort.

WHAT IS THE NEIGHBORHOOD LEADERS' JOB?

The leaders' job is at least fourfold: First, they must keep themselves well posted on wartime programs and problems affecting local farm families and relay this information to families throughout the neighborhood; second, they must encourage cooperation in war efforts; third, they must help plan and carry out neighborhood and community war activities; and fourth, they must be able to assist in carrying neighborhood war-time planning over to peacetime planning.

HOW CAN THE NEIGHBORHOOD LEADER DO HIS JOB?

It is expected and hoped that most of the neighborhood leader's duties can and will be done in an informal, neighborly way—by talking across the fence; by seeing the neighbor in town, or at the creamery, the country store, at neighborhood gatherings; or by visiting or telephoning farm homes. When necessary, special meetings may be called.

HOW WILL LEADERS KNOW WHAT TO DO?

During the war, problems of the farmer and the farm home will become more and more troublesome. New situations that call for sweeping changes are developing every day. The Extension Service, through official communications, attempts to keep neighborhood leaders informed regarding important new developments together with suggestions as to their bearing on local

problems and situations. From time to time, community or countywide meetings for leaders may be arranged. For local matters needing attention, leaders may well rely on their own judgment and on suggestions from neighbors.

HOW WILL COMMUNITY COMMITTEES BE ORGANIZED AND FUNCTION?

Community committees will consist of the officers, and in some cases other selected leaders, of the neighborhood groups. The community committee will help to iron out difficulties; to secure special leaders when needed for certain topics, such as rural fire prevention or inflation control; to coordinate neighborhood programs; and to give counsel and assistance to county committees in regard to special educational programs being planned or carried out.



This is a fight between a slave world and a free world. The world must make its decision for a complete victory one way or the other.—
Vice President Henry A. Wallace.

Our Rural Wartime Problems

The attack on Pearl Harbor had its effect on the farm situation immediately, bringing into relief many serious problems that threaten to grow more and more acute. As the war goes on, many new problems will have to be faced. Following are some that call for attention:

TRANSPORTATION—

Transportation problems have increased rapidly, and may become even more serious. Auto driving has decreased as the tire shortage made itself felt. New trucks are practically off the market.

The whole transportation situation during war is one for which the only solution is to carefully and effectively manage and use all existing transportation facilities. This situation has profound implications for the rural neighborhood. In order to utilize our remaining resources, it may yet mean a program of cooperative action whereby one car going to town will do the errands for several neighbors instead of each family driving into town for every need. With no new trucks, cooperative hauling of livestock, milk and cream,

feed, and supplies will be necessary. Working together in all ways in which transportation affects the farming operations of the community is a matter *that will have to be worked out within the neighborhood.* Neighborhood leaders can well take the initiative in organizing local farm families to meet this problem of transportation.

LABOR—

The U. S. Employment Service, with its state and county offices and with the assistance of a county farm labor subcommittee of the Planning Committee and the County War Board, is thoroughly organized to assist farm people in obtaining necessary farm labor. However, during 1942, it was apparent that during 1943 there would be an increasingly serious labor problem in various communities and neighborhoods. As time goes on and more men leave the farms for the armed service and for employment in the war industries, this problem will become more acute. *Very largely, the farm work will have to be done by the labor left in the community.* This will mean "swapping work" on a much larger scale than ever before. It will mean that owners of machinery will have to help their less fortunate neighbors. It will mean that men, women, and children who have not worked much during the last few years will now spend long hours in the fields, or at some other productive task. Rural people are working together as never before, but a wider application of the "good neighbor" policy will have to be put into effect if any farmers are to get their work done. The Nation, as a whole, is giving greater consideration to agricultural labor, and this is a problem to which every rural neighborhood will give increasing consideration. We know now that the solution to farm labor shortages must be worked out largely in each neighborhood itself.

FARM MACHINERY—

There is almost no new farm machinery. In some cases, repair parts are difficult to get. However, there is sufficient farm machinery in most rural neighborhoods to adequately handle the farming operations. To do this, it must be used to capacity by extending its use to other farms in the neighborhood where machinery is not available. If we are to accomplish our production job and meet the goals that have been set up for Oklahoma farms, cooperative action of neighbors in a wider use of machinery will be of great assistance.

FIRE PROTECTION—

It is reported that 48,000 people were killed in England by bombs, and fires caused by bombs, from the beginning of the War until December 1, 1942. Terrible? Yes, but in the same period of time 30,000 were killed by fire alone in the United States. Property damage was tremendous.

Building materials are scarce and will become even more difficult to secure. Many items have disappeared from the market. Applications for building permits are being rigidly scrutinized. For all these reasons, it is highly important that the existing farm structures be protected in all possible ways from loss by fire. Farm crops, livestock, and farm equipment are worth more today and all need adequate fire protection. Farm fires result in enormous losses of life and property each year. Removal of fire hazards and cooperative action in fighting fires will reduce these losses. There is an urgent need in every rural neighborhood to thoroughly organize for rural fire prevention and fire fighting.

FUEL—

All fuel that we use, with the exception of natural gas, has a direct influence on our present overloaded transportation system. Transportation of fuel oil and coal draws heavily on truck and railroad transportation. It is essential that we give serious consideration to next winter's fuel needs much in advance of the season. Fuel supplies should be accumulated in the summer so as to relieve the pressure at critical times. Any increase in the use of local fuel wood in place of coal is an important contribution. In many of our communities, there are enough dead, diseased, crooked, and otherwise worthless trees to keep us warm one winter. When such trees are used by someone, a worthless commodity has been converted into a valuable asset. The organization of cooperative wood cutting crews or community wood yards is worthy of consideration in many parts of the state. Their effectiveness will largely be determined by how early in the season they are planned. Neighborhood leaders could assist in some areas with plans for such an undertaking.

INFLATION—

The dangers of inflation are real. Farm people remember the disasters of a period of inflation of World War I and the depression which followed it. It cost thousands of Oklahoma farmers their farms. Every effort should be made to inform all people on the causes of inflation, its dangers, and how it can be avoided. Farm people with heavy investments in the livestock and equipment needed to operate their farms, and with obligations that may extend into the postwar period, are directly concerned with the government's efforts to hold down the cost of living and the campaign to prevent undue inflation. This message

has been explained to every rural family in such a manner that they have a clear understanding of its implications, but it is an educational job of no small size, and more work must be done on it from time to time. The local neighborhood group, meeting together, can well afford to seriously consider this danger. As a neighborhood leader, you will give every possible assistance in making this message effective in your neighborhood.

FARM FAMILY FOOD SUPPLY—

The importance of the production and preservation of home produced foods is now fully recognized. Many food items will be off the market in their customary form or be extremely limited and high in price. The needs of the armed forces will absorb much of the commercial packs of salmon, corn, peas, tomatoes, and other foods. More and more, it will be necessary to rely upon home produced foods. Fortunately, Oklahoma produces a wide variety of essential foods. The canning and storage of those foods that must be preserved is a matter of concern both to the individual family and to the neighborhood. Some families do not have vegetable cellars that will keep fruits and vegetables for use all winter and spring, while others have more space than they need. Some do not have adequate equipment, such as sprayers for garden insects, pressure cookers for canning, or smokehouses for hams and bacon. Some gardens will show a surplus of certain products and a shortage of others. In many cases, neighborhood cooperation may be the answer to such situations.

NUTRITION AND HEALTH

Good health is extremely important at this time when people are working longer hours and are under greater strain. It is also important because of the scarcity of medical assistance.

“Fewer than one-half of our people have what we consider a good diet; one-fourth, a fair diet; and one-fourth to one-third, an unsafe diet,” according to the Bureau of Home Economics. It is believed that these same conditions hold true in Oklahoma, today.

All the people in a county need to be acquainted with the kinds and amounts of food needed for adequate nutrition to the end that these food standards become a part of their everyday living pattern. Food is strength, and during wartime it is doubly important that every individual should keep strong and well. Home care of the sick and home sanitation are also important. Neighborhood leaders can help to improve the health of people by acquainting them with basic facts of nutrition and home sanitation.

CONSERVATION AND HOME LIFE—

Women and children will be called on more than ever to help with the farm work, particularly in the harvesting and saving of farm products. In addition to this outside work, the problems of the home will still rest on the farm homemaker. She must still think in terms of feeding and clothing her family, of keeping the house clean and comfortable and wholesome, of maintaining the family health and morale. Home labor-saving devices will be difficult to buy or to renew; yet, she will have less time to devote to homemaking, and in addition will have a whole new set of problems to deal with: the conservation of clothing and supplies which will be harder to buy; planning and conserving the year-round food supply, more of which must be provided on the farm; and the planning of new social activities for the home and the neighborhood. Health must be guarded at all costs. Every woman, every home will be confronted with some situation of this

kind. So far as is humanly possible, each neighborhood will want to make a common study of its local difficulties and work out practical ways of meeting special problems.

FARM AND HOME SAFETY—

According to the National Safety Council, there were nine times as many farm people killed in accidents in 1941 as the approximate 2,000 which were killed in the Pearl Harbor bombing on December 7, 1941. Out of the total farm population, 18,500 suffered fatal accidents in 1941. The most dangerous place of all was the home. These deaths from accidents were distributed as follows: In the home—7,500; motor vehicles—5,500; farm work—4,500 (1,000 of these deaths duplicated in motor vehicles); other accidents—2,000. Yet, according to present estimates, one-third of all the doctors, two-thirds of those under 45, will be needed for the armed services. This adds emphasis to the need of developing all possible protections against sickness or injury. During wartime it is doubly important that every individual should be strong and well. Yet, farm and home equipment and machines have become more complicated and, because of a poor state of repair and because of inexperienced operators, will present a greater hazard than usual. This means that safety practices, protective methods, and first aid should be universally known and practiced. Neighborhood leaders can save lives by encouraging and carrying out an educational program on safety.

CREDIT—

Credit is a most useful and necessary, and sometimes dangerous, tool required by farmers. It is usually necessary for the farmer to add credit to those assets which he owns before he is able to

operate a business large enough to provide adequate income for his family. Oklahoma, in general, is well served with credit facilities. Farmers who have demonstrated their ability to handle credit wisely are usually able to secure all the credit needed, but therein lies a danger. Some guide posts should be set up then to be used by farmers in making these credit decisions. Farmers should borrow for productive purposes only. Borrowing for consumptive purposes is *always dangerous* and might now be considered unpatriotic. Borrowing should be based upon probable earnings to be made in the enterprise being expanded. In most cases, short-term credit should be used, principally, for increasing the production of those items which are needed most. For the farmer's own protection, as well as a part of the national program to control inflation, any increased income should be used: first, to reduce debts; and second, during the emergency to buy war bonds. In most cases, it should not be used to increase indebtedness through the purchase of more land. Debts should be incurred only after the laying of definite plans for the use of the credit and its repayment. The question of credit and its use lends itself to group discussions. Leaders can help their neighborhood by encouraging a study of credit.

SAVING SOIL—

Farmers are justified in drawing freely on the accumulated reserves of soil fertility during this emergency, but we dare not destroy the soil structure itself. In recent years, farmers have learned simple, practical ways of managing the land to help prevent erosion by wind or water. With large scale shifts taking place in crop production, there is a danger that these lessons may be forgotten and the soil neglected to the point of serious dam-

age. Soil management in the sense of protection against erosion losses is almost always a neighborhood problem. It is important that farm people be on the alert to guard against situations that may easily get out of control.

PRODUCTION—

The greatest job of all for farm people is production; production to feed themselves, production to feed our soldiers, production to feed our war workers and other civilians, and production to help feed our Allies.

Over the years, farm people have accumulated an immense reservoir of experience and knowledge pertaining to the production of poultry, dairy, and livestock products and of farm crops. This is one of the greatest assets farmers have. It ranks in importance with their land and equipment. This knowledge is often not fully used; one man follows one idea, while another uses some different plan. If all the accumulated experience and ability of a neighborhood were to be put into action, the total production of our farms could be immensely expanded. There are many things that tend to slow down production, such as animal diseases, insects, weeds, poor seed, and many other hindrances. For some of these problems, there is no easy remedy; for others, there are good remedies which need only to be applied. While neighborhood leaders are not charged with the full responsibility of arousing interest and getting action in all these fields, they may well assist in making people conscious of their opportunity and responsibility in such matters. When there are limiting factors which community cooperation can overcome, the neighborhood leader has a responsibility in helping to discover and suggest remedies. Sharing of machinery and power, labor, food preservation facilities,

storage space for food or crops, livestock breeding arrangements, and the like may be possible. We can best fight these battles on a cooperative neighborhood basis.

MARKETING—

Livestock, crops, and other farm products produced must be distributed to the consumer. All processes between the farm and the consumer are considered in marketing. Since the war program demands more products and many in new forms, neighborhood leaders should ask themselves, "What adjustments in marketing and transportation do we need to make in our neighborhood to best serve our country?" How about the quality of milk, cream, cotton, peanuts, wheat, livestock, etc.? How about warehouses for the war crops? These, and many other related questions, should be studied and discussed. Probably surveys should be undertaken to determine volume. Where needed, positive "marketing action" should be undertaken to improve the farmer's income from the sale of his farm products.

How Leaders Will Serve

KEEP YOURSELF POSTED—

The basic purpose of the neighborhood leader is to stimulate and assist neighborhood action toward maximum results in solving the problems just mentioned and in solving other problems in the war efforts. The leader is the channel through which suggestions and information will go to the neighborhood. Letters and other material reaching you will contain information which you and your neighbors will need—facts about production needs and methods, ideas that can be translated into action, many kinds of pertinent suggestions. In order to keep yourself constantly

effective, read the letters carefully, study each item, and *consider how this or that piece of information may best be used by the people of your neighborhood, and help to adapt it to the needs in your own neighborhood.*

The information sent you will have a definite purpose not always covered by newspapers, radio, farm papers, magazines, farm and home bulletins, and the other usual sources of information. You will use these as always for general and specific information, and information sent you is not designed to displace any of them, nor to be a repetition of them, but rather to suggest ways in which such information may be applied in your neighborhood, based on official farm facts and needs.

In case of particularly important situations, meetings or other special means may be used by the Extension agents to provide you with further information. Whether meetings will be called will depend to a large extent on whether the leaders, themselves, feel the need of such assistance.

STUDY YOUR NEIGHBORHOOD—

You are already acquainted with the families in the neighborhood you represent, but in planning your job it will help you to take stock of some factors regarding methods of reaching these families and of giving out information. The following suggestions may be of value:

1. List all the farm families in your neighborhood and their communication facilities such as telephone, car, radio, and newspapers, whether they have children in school or in 4-H Clubs, farm organizations to which they belong, and other useful facts, and *know that every family is on some leader's list.*

2. Know, or get acquainted with, the families on your list, and know *how to best reach them quickly* if the national defense and war effort demands it. Get or draw a map of your neighborhood, if possible, showing roads, distances, and location of the families in your neighborhood.
3. Make a list of teachers, ministers, 4-H leaders, home demonstration leaders, officers of farm clubs and units, and others who head up groups or organizations in your neighborhood. These people can be of great help to you in getting out information and putting across special jobs; use them.
4. Cooperate with other leaders in selecting the person, or persons, best suited to do a certain job in your neighborhood. *It is not expected that you should do all the work.*

PLAN WITH OTHER LEADERS—

Every neighborhood will have two or more leaders. How will you plan to share the work? Leaders should plan together and be ready for whatever needs arise. Consider carefully the problem of informing young people in your neighborhood. Will you rely on the parents to relay your information to them or should there be announcements and discussions at school and at 4-H Club or young people's meetings? Will the men and women serving as volunteer leaders share the work, or will some topics be left entirely to the man leader and others entirely to the woman leader? Perhaps both will work together on some matters and divide the job on others. Having a clear understanding and keeping in close touch is the important thing. These and other questions are important. Plan together so as to equalize the work. *Prevent duplication of effort*, and get the most done in your own neighborhood.

EXPLAIN PLANS AND PROGRAMS TO NEIGHBORS—

When leaders have agreed on arrangements, let the neighbors know what's planned. Whenever you have new information, tell them about it; they will be expecting to hear from you as need arises. Have some understanding with each neighbor on your list as to the best means of contacting him. Following are some of the methods you will doubtless find most useful:

1. Seeing neighbors informally, in town, at the creamery, store, church, regular meetings, and neighborhood events—wherever folk get together.
2. Telephone calls.

Do Not Overlook the Young Folks

Some of the most effective rural education has been accomplished through farm boys and girls. In their schools, 4-H Clubs, and youth groups, young people make numerous contacts and they can perform many useful services. It is important that the neighborhood leaders work out an effective plan for keeping them fully informed on emergency problems and opportunities for war service.

Consider the possibility of arranging for a neighborhood youth leader—some young person, perhaps 16 to 25 years old—who will help you contact all of the youth in your area. An arrangement of this sort might be of great help with such things as the salvage campaigns where young people play so important a part.

3. Farm and home visits.
4. Announcements or discussions at regular meetings of home demonstration clubs and other community organizations, or in some cases, at especially called meetings.
5. Messages through school children, 4-H Club members, FFA members, and other young people.
6. Calling special neighborhood meetings for discussion of local problems, or local participation in county-wide problems.

Make the Right Approach

Your effectiveness as a neighborhood leader will depend on your attitude and manner of approach. It will pay to give this matter careful attention. Probably the most important thing of all in dealing with people is to put yourself in the other fellow's place and try to see things from his point of view, *and don't forget that he has ideas*; use them whenever possible, giving him the credit. Your neighbor is as much interested in winning the war and in serving his neighborhood as you are, and probably will respond readily to any suggestions which you may show him will help defeat the Axis. He will be interested in maintaining our free institutions, in guarding the health of his family, in conserving his land, buildings, and equipment, in preserving his markets, in protecting his income now and in the future. Try always to think and speak in terms of the other fellow's interests and your message will be more certain to get the attention it should deserve.

What you say will be more welcome and have more effect if you are careful to suit your contacts as much as possible to the time and convenience of your neighbors. Above all, do not make anyone

feel that you are trying to exercise authority or that you are criticizing or intruding.

Study each idea or announcement that you feel should be passed along to your neighbors and *decide how you can reach each one* to the best advantage. Be sure that you help people to understand the significance of a movement or an announcement. In some cases, merely informing the neighbors on some point is sufficient. Locations of rationing boards, shortages in supplies, needs for increased or decreased production in certain lines are examples. Sometimes the real value will be lost unless the matter is thoroughly explained and discussed. In some cases, it may be more important that a few people in the neighborhood thoroughly understand a point than to have everyone hear about it. It will help your own understanding of significant announcements if you discuss them rather thoroughly with other leaders or one or more of your neighbors.

Certain programs will call for special leaders when special educational work is needed on some particular phase of farming or homemaking; such as dairying, poultry, or clothing. Neighborhood leaders will be able to help these project leaders in arranging meetings or other means for giving the necessary instruction or information to interested persons in the neighborhood.



The dictators fear the grapevine. In a democracy, the word-of-mouth method can become the greatest means of wartime education.—M. L. Wilson, Director of Agricultural Extension, Washington, D. C.

Gathering Information

The good leader also gathers information; whatever you may do, remember to be a good listener. Be on the lookout for such things as:

1. What serious difficulties prevent your neighbors from making their greatest contribution to the wartime effort?
2. What suggestions do they have for correcting these difficulties, or otherwise assisting in agriculture's wartime program?
3. What special action is needed on programs in which farm people have a part?

Look for these and other difficulties and suggestions and pass all worthwhile ideas back up the line to your community and county committees or the county Extension agents, who will transmit them to the authorities having responsibility for solving the respective problems.

U S. D. A. War Board

Because of the important part they will take in agriculture's wartime program, neighborhood

leaders should be familiar with the organization and function of the U. S. D. A. War Boards. The state and county United States Department of Agriculture War Boards were created to coordinate the administration of the Department's defense and war activities in each state and county.

The membership of the state war board is made up of the head officers of the Agricultural Adjustment Administration, Agricultural Extension Service, Farm Security Administration, Forest Service, Rural Electrification Administration, Bureau of Agricultural Economics, Surplus Marketing Administration, Agricultural Marketing Service, Farm Credit Administration and Soil Conservation Service.

The membership of the county war boards is made up of the local representatives of the above agencies. The duties of the boards are:

1. To expedite and coordinate in the field, administration of the activities of the Department that involve the war effort.
2. To coordinate the Departmental activities with activities of other defense agencies in the field.
3. To assign sepecific jobs to specific agencies, or to plan joint action on certain programs.

War boards are functioning in all counties and are constantly being given added duties as the Department's war effort goes forward. Each agency continues to function separately in carrying out its individual program, and the war boards may, and do, assign various tasks to the agency best fitted to carry out each specific job. General educational work is assigned to the Agricultural Extension Service.

The Extension Service

The Agricultural Extension Service was set up to bring farm people the results of scientific research and to assist rural people in working out their problems and improving conditions of everyday farming, homemaking, and community life. It is a cooperative service of the U. S. Department of Agriculture, your state agricultural college, and the county government, and is prepared to bring the latest information on farm and home problems to farm families.

PROGRAM IS PRIMARILY EDUCATIONAL—

The program of the Extension Service is primarily one of education. The county program is set up under the guidance of local people and is carried out through the cooperative action of county Extension agents with individuals and community organizations.

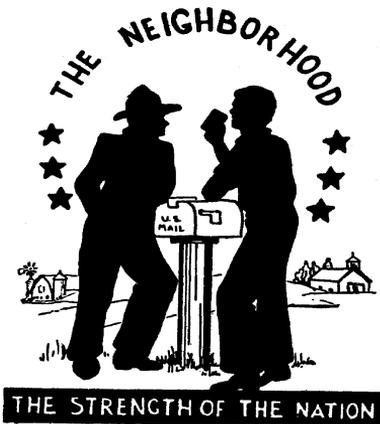
Serving its 77 counties as of July 1, 1942, Oklahoma had 186 full-time agents, including both Negro and white agents. There are 86 agricultural agents, 86 home demonstration agents, 7 assistant agents, and 7 assistant home demonstration agents.

Through the state agricultural Extension staff, headed by the state director and with a staff of specialists and supervisors, county workers are able to draw on the accumulated results of scientific research and resources of the U. S. Department of Agriculture, the state agricultural college, and the experiment station. Thus, the Extension Service is in a position to give technical assistance on all phases of agricultural production and marketing, homemaking, and rural life. There is an increased demand for technical information on all these matters due to the pressure of war pro-

duction and rapidly shifting situations. Extension workers are following these changes closely in order to help farmers and homemakers in making needed adjustments.

LOCAL LEADER USE NOT NEW—

The local leader method of spreading information is not new either to farm people or to the Extension Service. Many educational programs have depended almost entirely on local leaders—sincere men and women who believe in their communities and have faith and confidence in their neighbors. The 4-H Club program, now enrolling 51,300 farm boys and girls in Oklahoma, is based on voluntary leadership. For more than 20 years, home demonstration work has been built around volunteer leaders. The neighborhood leader program is merely a further organization and an extension of a method that has been used and found effective.



War demands universal sacrifice. We civilians cannot have all we want if our soldiers and sailors are to have all they need.
—President Franklin D. Roosevelt.

Farm Organizations Have Vital Role

The National farm organizations which have served farm people so effectively during peacetimes are of even greater importance during wartimes. Every rural family can benefit from affiliation with one or another of the great national farm organizations. Strong local units are the foundation upon which national farm organizations are built and this strength should be maintained.

By working through local farm organization units, neighborhood leaders not only will be taking advantage of one of the most convenient and effective means of reaching their rural families, but at the same time will be contributing to the upbuilding of the organization itself.

Bulletins on Wartime Problems

The county Extension agents can furnish much of the information needed by neighborhood leaders in carrying out their work; also, leaders will find much of the information they need in folders and bulletins obtainable from these agents.

Tell other interested farmers and homemakers about these publications. Following are only a few of those available. A complete, up-to-date list of publications available may be obtained from the county Extension agents at any time.

War Difficulties Hit Business

This is total war, and business concerns, as well as farmers, are doing their best to adjust their affairs to an all-out war program. Stores, banks, implement firms, filling stations, newspapers, professional men, every field of activity represented in city and village life, is affected by war conditions. Scarcities, priorities, price ceilings, and increased costs are affecting trade; the armed forces and war industries are taking increasing numbers of men; transportation problems, labor shortages, and other situations affecting farmers reach through and affect business also.

It is urgent that farm people understand so far as possible how the war is affecting business. Farming and business have grown up together. What affects one to a certain extent affects the other. While, to a large extent, each group must work out the solutions to its own problems, yet each should know in general what the other is going through.

LEAFLETS

<i>Number</i>	<i>Title</i>
OP- 5	Stop Grass Fires
OP-10	Korean Lespedeza
OP-13	Four-H Farm-to-Market Livestock Project
OP-21	Grow a Good Garden
OP-25	Agricultural Limestone
OP-26	Phosphorus
OP-28	Flax in Oklahoma
OP-30	Control of Garden Insects
OP-31	Peanuts
OP-32	More Milk for Victory
OP-38	Conservation of Clothing for the Family
OP-41	Beekeeping
OP-43	Longer Life for Your Household Fur- nishings and Equipment
OP-44	Home Safety
OP-55	Oklahoma 4-H Club Victory Project
OP-56	Farm Records: Reports for Last Year and Plans for This Year

CIRCULARS

<i>Number</i>	<i>Title</i>
163	Home Orchards in Oklahoma
321	Feeding Cows for Milk Production
342	Cream Grading Increases Profits
378	Family Life in Wartime
379	The Family Mending

To Neighborhood Leaders of Oklahoma

In presenting this book to you, the Extension Service of Oklahoma A. and M. College is trying to be helpful to a distinctive group of State men and women who are voluntarily assuming an important responsibility in our War effort. It is peculiarly the American way to attack national and state problems through local conference procedures. From these thousands of local conferences goes up dependable advice as to the most practicable and acceptable ways of getting the job done.

You who have been selected to lead these local and neighborhood groups are truly the embodiment of American leadership. Upon your success rests the outcome of the ordeal by fire through which Democracy is passing. It has been alleged by our enemies that the American way, affording so much latitude and leadership to the local community is too cumbersome, too productive of strife, too sterile of leadership to permit the strong, unified, and prompt national action. Americans do not believe this. They still believe that the only government is that government which derives its power, its sanction, from the consent of the governed; and that organization is the most powerful organization whose smallest unit gives a dynamic contribution to the whole effort. We are not and, God granting, we never shall become a nation made up of a few main springs and many cog wheels. We believe that every individual has something of worth to contribute to the life of the whole body politic.

Into your hands, then, falls the farm leadership of this State and with you to a very great degree rests the issue of whether or not Oklahoma farmers will succeed or fail in their part of the campaign to make food win the war and write the peace. It is with a deep and sincere sense of belief that your response will be fully adequate to the test that we give you this little pamphlet which we hope is full of practical aids for the situations you are likely to meet.

Assuring you that everybody at the College, whether in the Cooperative Extension Work in Agriculture and Home Economics or in any of the other Divisions, stands ready to be of utmost service to you when you call upon them, I am

Cordially yours,



HENRY G. BENNETT
P r e s i d e n t

