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Agricultural Extension Service

University of Minnesota

UNIVERSITY OF MINNESOTA
DOCUMENTS
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June 22, 1978

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WHEN IN DOUBT, FORM A COMMITTEE?--Is this the approach we do or should take in Extension or collegiate activities? You decide. Mary Lippitt, management professor, College of Business Administration, has come up with seven key types of committees.

Good managers know by intuition how many committees to appoint, when to get one going, whom to appoint, what instructions to give, and what time limit to set.

Here are the seven types Lippitt has found:

Sandbag committee--This type is set up to block a proposed change without alienating those who want it. The technique here is to appoint a lot of people who favor the change, give them a vague charge and a long time to report back.

Smooth change committee--This is used when the manager actually wants a change in policy but needs to persuade people who must implement it. Those with highest stakes are appointed. They are encouraged, through the manager's specific charge and presence, to arrive at a conclusion that the policy change was the committee's own idea.

Ritualized committee--This committee is set up to ratify the administrator's decision where stakes are relatively low for everyone but where the issue involves some change in customary work patterns within the organization.

Big stall committee--Here factions are agitating strenuously for change that the manager opposes. The stakes are high; the administrator's authority on the issue is questioned. Representatives of all opposing views, the more unaccommodating the better, are assembled with a vague charge. They are steered away from all possible solutions so they eventually will grudgingly accept the status quo.

"Coax it" committee--This type is typically formed when an administrator wants a change to be accepted whole heartedly by those who have high stakes in the issue. Ideas are planted and carefully nurtured sometimes by introducing members to inside information and influential people.

Expert panel--When the manager has no solution in mind for an important issue and wants to be involved with experts in arriving at one, this type is used.

Advisory committee--Less important issues, a vague charge, and a large group without the administrator are usually involved here. Not much happens.

Lippitt stresses that committee formation may be a symptom of problems but that they are not always a bad thing. Formation is often a recognition that a problem exists and may be the best way to get a job done.

She stresses that committees are most prevalent in certain kinds of organizations. Examples are companies that are highly regulated by government, companies with rapidly changing technologies, high personnel turnover, dramatic market changes. Then, she says, public agencies, universities, hospitals and volunteer groups (all notoriously hard to govern) are also great creators of committees.--Adapted from University News Service news release--Harold B. Swanson

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P R O M O T I N G Y O U R P R O D U C T--Sylvia Olson, an advertising agency account executive, spoke to the Minnesota Crop Improvement Association recently on advertising and persuasive communications. Here's how she ended her talk:

As I see it...
You're good sales people...
You've got a good product...
You've got a smart valuable customer.
Now let's go out and get him!

All I'd change for our job is to substitute "educators" for sales people and "serve them" for get him.--Harold B. Swanson

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YOUR PUBLICATIONS LIBRARY CONCERNS US--Maintaining a small library in a county extension office is not an easy task. That's probably not news to you, but at least it's now a well-documented fact.

In the recent survey conducted by the publications section, county offices reported publication display, filing and retrieval as major problems. Survey results served as the basis for a new method of indexing the publications list which is scheduled to be released in July. If successful, it could serve as a structure for county display and filing systems. The new publications list should help users identify available material more quickly.

The new publications list is divided into two parts, the Extension Service publications and the more technical Experiment Station publications. Within each part there are subject matter headings around which publications are grouped and listed alphabetically. Hopefully, users will find it a more practical method of categorizing material than in the past. The editors intend to monitor the use of the list in the counties and they encourage all county staff to forward any comments or concerns once the list is published.--Gail McClure

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Publications and Direct Mail

June 1978

NEW PUBLICATIONS

- Utilizing Diseased Elm in Minnesota. Extension Bulletin 412. Dennis M. Dark. Discusses various ways elms lost to Dutch elm disease may be reclaimed and used in wood products. Elm wood characteristics are described as well as solid wood products, veneer products, roundwood products, and fuelwood products. Also discusses problems of marketing elm wood. 20 pages. Available.
- How's Your Dutch Elm Disease I.Q.? Extension Folder 401 (flyer). Covers ten basic points about Dutch elm disease detection and control. Information presented in quiz format. Available.
- Quality of Life. Miscellaneous Report 154. Hazel Stoeckeler and M. Geraldine Gage. A report of research on how people view the quality of their lives in Minnesota. Based on a 1977 survey, the report compares how people living in metropolitan and non-metropolitan areas of the state feel about such things as access to services, the environment, housing, family life, as well as basic values. 16 pages. Available.
- Climate of Minnesota Part IX--A Brief Climatology of Solar Radiation and Wind in Minnesota. Technical Bulletin 312. Donald G. Baker. A brief outline of the climatology of solar radiation and wind and how they vary over time and space. 16 pages. Available.
- Climate of Minnesota Part X--Precipitation Normals for Minnesota: 1941-1970. Technical Bulletin 314. Donald G. Baker and Earl L. Kuehnast. A report of monthly precipitation averages and characteristics across the state for 1941-1970. 16 pages. Available.
- Corn Fertilization on Irrigated Sandy Soils. Soils Fact Sheet 31. R.P. Schoper, A.C. Caldwell, J.B. Swan, and G.L. Malzer. Describes sandy soils and needs especially for potassium, phosphorus and sulfur in corn production. 2 pages. Available.

REVISED PUBLICATIONS

- Beef Performance Testing. Extension Bulletin 378. C.J. Christians, R.L. Arthaud, R.E. Jacobs. Gives current information on record keeping. Includes a sample computer printout available to those enrolled in the Minnesota Beef Improvement Program. 12 pages. Available. (Counties destroy old copies.)
- Pests and Parasites of Hogs. Extension Folder 208. D.M. Noetzel and R.B. Solac. Describes external and internal pests and parasites and gives control measures. Includes illustrations. 8 pages. Available.
- Strawberry-Raspberry-Grape Varieties for Minnesota. Extension Folder 320. Leonard B. Hertz. Furnishes information on the uses, ripening time, and description of strawberry, raspberry, and grape varieties suitable for Minnesota. 4 pages. Available.
- Get to Know Your Septic Tank. Extension Folder 337 (minor revisions). R.E. Machmeier.
- Date of Planting Corn. Agronomy Fact Sheet 23. D.R. Hicks and R.H. Peterson. Documents yield according to planting date. 2 pages. Available.
- Controlling Lawn and Turf Insects. Entomology Fact Sheet 22. John A. Lofgren and Mark E. Ascerno. Gives description of and control measures for important insect pests of lawn and turf. 2 pages. Available.

- Protecting Honey Bees from Insecticides. Entomology Fact Sheet 44. David M. Noetzel. Lists insecticides highly toxic, moderately toxic, and relatively nontoxic to honey bees and gives precautions for both the insecticide user and the beekeeper. 2 pages. Available.
- Homemade Yogurt. Food Science and Nutrition Fact Sheet 29. Edmund A. Zottola. Describes how to make yogurt at home and discusses the equipment necessary. 2 pages. Available.
- Home Storage. HS-7*. Mary Fran Lamison and Leona S. Nelson. Gives easy-to-do, inexpensive storage ideas. 8 pages. Available.
- Daily Food Guide. HS-9*. Muriel S. Brink and Leona S. Nelson. Explains the four food groups and give examples of family meal patterns. 6 pages. Available.
- Cutting Up and Cooking a CHICKEN. HS-18*. Easy-to-follow photos show how to cut up a chicken. Contains recipes using chicken and lists buying and storing hints. Mary E. Darling, Melvin L. Hamre, Leona S. Nelson. 8 pages. Available.
- Making Baby Food at Home. HS-51*. Debora L. Wardle, Muriel S. Brink, and Leona S. Nelson. Contains easy-to-follow directions for making baby food at home and for storing it properly.
- Strawberries for the Home Garden. Horticulture Fact Sheet 19 (minor revisions). L.B. Hertz.
- Organic Soil Conditioners. Soils Fact Sheet 11. C.J. Overdahl and W.E. Fenster. Points out the important role of organic matter in physical soil improvement. 2 pages. Available.
- Shade Trees for Southeastern Minnesota. Tree Line No. 7. Jane McKinnon. Discusses tree species most appropriate for replanting in the Southeastern district of Minnesota. Includes detailed description of each specie mentioned. 2 pages. Available.
- Tree Injection. Tree Line No. 8. Ward C. Stienstra, David W. French and Mark Stennes. Discusses various aspects of tree injection and circumstances under which it is appropriate. Includes description of specific tree injection procedures with drawings to illustrate apparatus and techniques. 2 pages. Available.
- Shade Trees for Southwestern Minnesota. Tree Line No. 12. Jane McKinnon. Discusses tree species most appropriate for replanting in the Southwestern district of Minnesota. Includes detailed description of each specie mentioned. 2 pages. Available.
- Shade Trees for West Central Minnesota. Tree Line No. 13. Jane McKinnon. Discusses tree species most appropriate for replanting in the West Central district of Minnesota. Includes detailed description of each specie mentioned. 2 pages. Available.
- Fertilizing Shade Trees. Tree Line No. 15. Richard Rideout. Discusses importance of fertilizing, what fertilizer to apply, when to fertilize, and several fertilizing techniques. 2 pages. Available.

R E P R I N T E D P U B L I C A T I O N S

- Horse Nutrition and Feeding. Extension Bulletin 348. R.M. Jordan.
- Horse Care and Management. Extension Bulletin 358. R.M. Jordan.
- The Home Lawn. Extension Bulletin 366. D.B. White.
- Minnesota's Soils and Their Uses. Extension Bulletin 383. C.F. Halsey.
- CMT, Your Tool for Detecting Subclinical Mastitis. Extension Folder 322. R.D. Appleman, R.J. Farnsworth.
- Selecting a Microwave Appliance. Extension Folder 353. W.W. Olson.
- Crossbreeding Program for Commercial Pork Production. Extension Folder 361. J.D. Hawton.
- Scouting Homes for Ruffed Grouse. Environmental Education Activity Sheet 13. C.F. Halsey, Gordon Gullion.
- Free Stall Dairy Housing. M-Sheet 138. D.W. Bates.
- Manure Gate Design for Dairy Barns. M-Sheet 155. D.W. Bates.
- Evergreen and Woody Ground Covers. Arboretum Review 2. L.C. Snyder.
- Rhododendrons and Azaleas. Arboretum Review 5. L.C. Snyder.
- Arboretum Juniper Varieties. Arboretum Review 9. L.C. Snyder.
- Arboretum Nut Trees. Arboretum Review 12. L.C. Snyder.
- House Plant Insect Control. Entomology Fact Sheet 47. M.E. Ascerno.

* Brochures in this series are short and elementary and are designed for audiences with limited experiences, finances, and education.

THE COMMUNICATIONS SCENE

Department of Information and Agricultural Journalism
Agricultural Extension Service
University of Minnesota
St. Paul, Minnesota 55108

No. 81

AGRICULTURE'S PUBLIC RELATIONS GETS A LIFT

by Harold B. Swanson, professor and extension
communications specialist

American farmers' principle problems today center on prices, the weather, management and other things that affect their day-to-day livelihood. Many, however, also hope to improve the image that agriculture has, improve farmers' public relations. Today we continue our discussion of public relations and the agricultural industry.

Although farmers are concerned with their public relations today, that concern may not be as great as it was five or ten years ago. Farmers realize that their image is fairly good compared to other parts of society. Yet they realize that they must continue to keep that image favorable. There is no question that public relations and image are important since agriculture is losing some of its legislative clout, especially on the national basis. Glen Broom, professor of public relations at the University of Wisconsin, says that "the court of public opinion is often the court of last resort." And he applies that statement to agriculture and to farmers.

Broom says that "it doesn't make any difference if it's a referendum, a vote in Congress, or a vote in a local area, the image of the farmer is going to have a large impact on the decisions that ultimately affect American farmers."

So in the long run farmers aren't going to be able to bank on political clout but must take the long term approach and bank on public opinion.

But just what is a good image? That's a tough question to answer. One farmer says a good image is having the respect of your counterparts in town. Others say it is the public's feeling toward agriculture in today's society of rapidly rising prices. And we could go on with many other definitions.

Whatever that image is, farmers are receiving a lot of public relations help from many groups and individuals who have a definite stake in the future of farmers. That help comes from many places. Recently two articles in farm magazines pointed this out very well. One was an article by Robert Rupp, editor of the FARMER, and the other was a special edition of the ILLINOIS FARM FORUM, edited by Mike Holmberg.

They point, for example, to ads that are appearing in magazines and opinion journals. One grain company tells how increased farm productivity has boosted U.S. grain exports by 5 times in 25 years.

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Another ad series by a major machinery manufacturer emphasizes that a healthy agriculture is necessary for the rest of us to survive. One of this company's ads in the WASHINGTON POST reads, "The future of the American dollar may be down on the farm."

Still another equipment company has prepared a brochure called "The Voice of the Land". It lists many facts about agriculture. One such fact is that American farmers have 730 billion dollars invested in their agricultural operations. Three quarters of this is in land alone. The folder also tells about farmers' production costs which so many city people fail to realize are so high.

Another company is sponsoring a "Young Farmer Spokesman for Agriculture" program which puts young, articulate farmers into supermarkets and on radio and TV talk shows across the nation.

These are but a few of the efforts by agri-industry to tell the agricultural story. Of course, the companies hope to benefit from their "good will" advertising, but they also realize that the farmer must be appreciated and must prosper if the companies are to prosper.

There are several organizations telling the story of agriculture, too. The efforts of the major farm groups are well known. But there are other groups involved as well.

The Agricultural Council of America, for example, has had farm couples speak to labor or consumer groups explaining agriculture. It has sponsored exchanges or farm-city swaps. Perhaps its best known effort is its toll-free phone-in sessions through a program called "Farm Line". Sometimes farm people answer questions from consumers. Other times legislators and U.S. Department of Agriculture officials answer questions from farmers.

At least two women's organizations are busy in the field. One is called WIFE or "Women Involved in Farm Economics." Its members have written letters to media, legislators and other groups and appeared before many groups.

Then there is AAW or American Agri-Women. Its thrust is largely educational. The group produces educational brochures and tells the farmer's story to media, housewives, educators, school children, legislators, regulatory groups, churches and the like.

Another group that is doing much to tell the story of agriculture is NAMA (National Agricultural Marketing Association). One of the highlights of its activities is Agriculture Day or AG Day, the first Monday of spring every year. AG Day focuses attention on agriculture not only in March but also during the year. For example, last year NAMA distributed a quarter million comic books telling about agriculture and farming to elementary school children throughout the United States.

The Kiwanis with its farm-city week and many others too numerous to mention are helping in telling the story of agriculture. They are serving as additional public relations arm for America's great farming industry. Agriculture's image today is favorable, but farmers and the agricultural industry cannot rest on these laurels. They must have a constant program to maintain good relations with the many publics they have in America.

June 1978

THE COMMUNICATIONS SCENE

Department of Information and Agricultural Journalism
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University of Minnesota
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No. 82

AGRICULTURAL COMMUNICATIONS IN ACTION--FIELD DAYS, SHOWS AND FAIRS

by Harold B. Swanson, professor and
extension communications specialist

There's an old saying, "Seeing is Believing." And that's a good rule for good communications, a rule that's extensively practiced in agriculture today. Two good examples are the demonstration and field days or shows. Both have been with us for centuries in one form or another. And they still remain effective even though their use has seen "ups" and "downs" during the past few decades.

Field days are among the better ways, for example, for a University Experiment Station, for private industry, and for a wide range of educational institutions to bring their products to the attention of the farmer. At the University, our product, of course, is new information and research. When people can see as well as hear about our research they are more likely to understand. Visitors are able to go to the place where a practice or an idea is being tried and tested to see for themselves.

Demonstrations, of course, are almost as old as civilization itself. In the early twentieth century they took on a new form when the government and universities started demonstration plots and farms--an idea that grew into our modern Agricultural Extension Service.

The University uses field days extensively in its programs and so do commercial companies with their farm shows. And, of course, there are the ever-popular state and county fairs. Such events seem to be especially popular during the summer and early fall.

But let's talk a little about the University's Agricultural Experiment Station field days which are held at all our branch experiment stations at Waseca, Morris, Elk River, Crookston, Grand Rapids, Lamberton, and Becker during the summer and again in some locations in the fall. There will be a variety of things visitors can see. For example, there'll be crop variety trials, weed demonstrations, crop management trials, irrigation demonstrations, and forestry research plots to mention only a few.

Field days allow the University to open some of its laboratories for inspection. Its experiment stations are really laboratories right on the scene. They are places for uncovering facts and applying these facts in special uses. They are places to improve methods, to increase production to meet possible food shortages, and to find out how to cut costs.

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Reprint from Radio Series--The Communications Scene

The visitor at one of our field days can do several things to make the visit more worthwhile.

Visitors will want to look for results--see which weed killer or crop plan may work best. Many, too, will have the opportunity to hear leading experts in agriculture as they explain their plots or tell about the latest developments in their specialized field.

But let me add another dimension to field days. That's the opportunity to talk personally to men and women who are conducting research and experiments. Our faculty welcome this opportunity. They feel that farmers and others in agriculture can be helpful to them, as researchers and teachers, too. Their ideas will help many in teaching jobs on campus. And equally important, visitors can tell us about the research they feel the University should do.

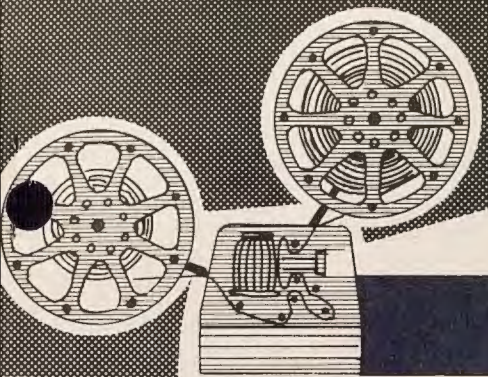
Our University staff are easy to approach, and they'll welcome and appreciate your ideas. So take that first step and introduce yourself and make new friends.

We mentioned earlier that field days, which are still going strong, are among the oldest ways of communicating with farmers. Over 100 years ago Minnesota citizens asked the University to have experiments focusing on current agricultural problems. In 1887 our Experiment Station at St. Paul was established and by 1912 there were branches at Crookston, Waseca, Morris, and Duluth.

Soon visitors were touring the fields and demonstrations. Then special days were set aside for them. I saw a picture of one such group of farmers at one of our stations about 60 years ago. What surprised me was how formally they dressed. All wore ties, white shirts, and coats as they toured the plots in midsummer heat. Experiment stations not only opened their facilities for a day, some even tried a week's open house. The late "Bob" Hodgson, long-time superintendent at Waseca, told of walking 12 hours each day for a week with visitors. This would have tired any of us. So "Bob" soon arranged for horses and wagons to carry visitors around the station and he cut the week down to a single day. The wagons, now drawn by tractors, have become mainstays of today's field days.

Field days indeed remain a mainstay in our efforts to serve agriculture and communicate the results of our research.

June 1978



visual aids TIP SHEET

Minnesota Agricultural Extension Service

INSERT IN AUDIOVISUAL TEACHING MATERIALS CATALOG FOR FUTURE REFERENCE

June 1978

Artwork - - - - -	(612) 373-0712
Emergency Bookings - - - - -	(612) 373-1252
Equipment - - - - -	(612) 373-1254

NEW FILMS ADDED TO THE AGRICULTURAL EXTENSION LIBRARY

- #3092 WILDLIFE HABITAT AND THE HUNTER -- 25 min., color, Federal Cartridge Corporation and Kansas State University. (TV-\$7.50) Explains the dependence of various wildlife species upon specific types of habitat. Stresses the fact that all hunters have a moral obligation to understand this relationship between wildlife and its habitat. Using proper terminology, the film depicts and explains soundly documented wildlife management concepts. Appropriate as an introduction to course materials in wildlife management for adolescent audience. 1978

- #3098 THE HIDDEN HAZARD -- ASCARID LARVAL MIGRATION -- 11 min., color, Pfizer Agricultural Division. (not TV-\$4.50) Shows the life cycle of the large roundworm in pigs. Presents demonstration trials conducted at major universities along with the countermeasures needed to prevent roundworm damage. The roundworm life cycle illustrates the migration of the larvae in pigs which has an adverse effect on liver and lung functions, decreases the rate of gain, causes secondary respiratory infection, and reduces feed efficiency. This film is offered for its educational value and not because of Extension endorsement of the product. 1977

- #3113 HOME SAFE HOME -- 20 min., color, McDonald's Restaurants and Dennis Films, Inc. (not TV-\$7.50) Featuring Barbara Eden, the film discusses safety hazards in the home including fire, poisons, and falls. Gives instructions on how to correct, prevent, and escape hazards. Teaching guide included. For elementary ages. 1977

NEW SLIDE SETS ADDED TO LIBRARY

- #197 FOOD ADDITIVES -- 55 slides, color, cassette tape (automatic, inaudible 1000 Hz pulses, time 13:15), Vernal S. Packard, Jr., extension specialist, dairy products, University of Minnesota. (\$3.00) Defines different kinds of food additives and the foods they are used in. Describes the functions of additives such as to improve nutritional quality, to blend or thicken, to color or flavor, and to preserve food. Discusses some of the pros and cons of both natural and synthetic additives. 1978

- #199 RAILROAD EMERGENCY RESPONSE PROCEDURES -- 124 slides, color, cassette tape (automatic, inaudible 1000 Hz pulses, time 28:00), Burlington Northern. (\$2.50) This slide set is an invaluable training aid for fire departments with railroad lines or yards in their protection area. It covers firefighting in railroad yards; fire hazards of and firefighting tactics for tank cars, box cars, engines and cabooses; and methods for identifying train contents. 1978

NEW VIDEO TAPES ADDED TO LIBRARY

- #7063 HOME IMPROVEMENTS (Consumer Survival Kit, Program 317) -- 29:00, color, 3/4" cassette, Maryland Center for Public Broadcasting. (not TV-\$7.50) Covers renovations, repairs, remodeling, and how to avoid the traveling con-man. 1976
- #7064 VAPID TRANSIT -- HOW TO AVOID CATASTROPHE WHEN YOU MOVE (Consumer Survival Kit, Program 115) -- 29:00, color, 3/4" cassette, Maryland Center for Public Broadcasting. (not TV-\$7.50) Explains the rights of those who have moved. Covers what to do about damaged furniture and estimated weight vs. actual weight. 1975
- #7065 TENANTS' RIGHTS (Consumer Survival Kit, Program 226) -- 29:00, color, 3/4" cassette, Maryland Center for Public Broadcasting. (not TV-\$7.50) Tells what to expect from your landlord. Describes a tenant's obligations and explains organizations for tenants.
- #7066 WEATHERPROOFING (Consumer Survival Kit, Program 305) -- 29:00, color, 3/4" cassette, Maryland Center for Public Broadcasting. (not TV-\$7.50) Covers the benefits of proper proofing, R value and EER (Energy Efficiency Rating), and how improvements pay for themselves. 1976
- #7067 THE BIG FIX -- A LOOK AT HOME REPAIR (Consumer Survival Kit, Program 114) -- 29:00, color, 3/4" cassette, Maryland Center for Public Broadcasting. (not TV-\$7.50) Covers how not to be taken, water in the basement, and how do-it-yourselfers can save "real" money. 1975
- #7068 TAX-SHELTERED RETIREMENT PLANS -- 27:06, color, WTCN Channel 11. (not TV-\$7.50) Albert R. Hughes, Jr., of Lord Abbet and Company, New York City, explains in simple terms two tax-sheltered retirement plans--Keogh and IRA (Individual Retirement Account). He is interviewed by Stuart A. Lindman on the PROBE show, WTCN Channel 11. 1978

PREVENTIVE MAINTENANCE PAYS

(reprint from Kodak AV department)

Kodak Ektagraphic universal slide trays ordinarily require little maintenance other than an occasional cleaning. When the tray is empty and removed from the projector, dust and dirt should be blown from it with compressed air. This procedure will help to reduce wear from friction and will assist in keeping the transparencies clean.

It's a good idea to examine your trays for plate-rotation problems, cracks, warpage, and broken parts following any period in which they have been transported, roughly handled, or used extensively. You may find it wise to check the cylindrical pegs around the bottom of the tray, too, because damaged pegs cause erratic operation.

Kodak slide trays are molded of a material that retains its strength and rigidity at temperatures as high as 180°F (82°C). Higher temperatures can deform the tray. If you notice any warpage of the molded parts of a Kodak slide tray, it is a positive indication that operating temperatures are excessive for the safety of trays, slides, and projectors. (Such temperatures may occur when projectors are operated in small, inadequately ventilated areas.)

Many people prefer the Ektagraphic universal slide tray over the 140-slide tray for heavy-duty use. In most cases, the 80-slide trays are easier to maintain than the 140-capacity trays. They require less effort from the projector mechanism (except when glass-mounted slides are used), and function well under more adverse operating conditions, such as with damaged or worn slide mounts and extremes of humidity.

...Neil Anderson, Don Breneman
and Gail Tischler Marko

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