Brady: Any perceived need that any community as seen by the leaders where the agent can help in terms of drawing on resources at the University to help out or whether it can draw on state government to help out or other ways.

USDA as you probably know is putting a big push on rural development at the present time. We get many thrust there and the state government too with the Land Use Program, planning, zoning and other things. It involves a great deal of things whether it be in housing or in conservation or soils work. Anything, I guess, that would involve a number of people in a community with common interest or common problem.

Just trying to recall some specifics here. We get involved in several ways.

For example, the Rural Road Act passed by Congress a couple of years ago has the Title 5 in it. This Title 5 is a kind of a land grant university challenge with experiment station and extension involved. In that program in Colorado, they're engaged right now on a self-help housing project out in Morgan County with communities out there. Wiggins, Brush, and Fort Morgan. Where people actually help build their own houses. Low-income type people. They work with farmers home demonstration on the financial end of it. They're quite excited about it. They've got local interest out there involved, community leaders. I think the school out there is involved, the junior college. Other good, several people on campus are helping out. For example, in this particular one they've got the engineering
people, home economics people, others going out and helping advise these people on different aspects of the house whether it be the building of the house or the yard or other things. The other thing they're working on is an ecological project out in Phillips County going along with what they call Frenchman's Creek. I'm not sure the particulars on it, but I think it was just kind of maintaining and beautifying at Frenchmen Creek area in terms of the community and the wildlife and the farming interest and other things. That's kind of a specific example. Our setup all over the state is, are several rural development committees and operation agencies, usually a member of the board. They assist in their capacity in what and where they can. Also soil conservation people belong to it and community people belong to it, business people. So I guess it's whatever is a current or a problem in the community is what you would call community development.

Hansen: One question that has a bearing on this whole matter of the extension's relevance to modern problems is the challenge of organizing urban people.

I think in your rural communities you can have a tradition to build on. There were a lot of voluntary efforts, grain cooperatives and things, even before extension was launched. You had farmers institutes here for years before the Smith Lever Act went into effect. With the essentially urban person, he's not grown up with this sort of tradition. How do you go about getting them to talk about providing information that these programs are available but how do you get in effect a voluntary involvement? I guess, that's the main thing. You're dealing with a totally different sort of person, I think. Am I wrong?

Brady: Yeah, except a lot of the people that you find in the city have had the rural backgrounds. So that eases it somewhat, but it's a different technique, yes. The mass media's got to come into play a great deal more.

You've got to work through other organized groups and things of that nature.

It's different in the real rural county versus the metropolitan area.

Hansen: One thing that disturbed me particularly was the real waste that was associated with the Great Society programs, for example. Where in effect, they just went in and said “who's a community leader?” Some guy would jump up and suddenly be entrusted with several hundred thousand dollars and in effect just be up for what he could do for himself.

How was this sort of obvious problem dealt with?

Brady: You know, there's been a lot of research done on that and then the extension has tried to keep up. I think it's done a pretty
good job. They have quite a definite procedure they try to follow and really identifying community legitimized, as we call them, leaders. Extension uses that research process before they really try to single out and advertise that a person is a candidate leader through that process which has kind of been researched at several universities to really locate and identify the real community type leaders.

00:06:04.110  00:06:24.920  We use that process quite exclusively in extension work

Hansen: Was extension pretty much bypassed when the Great Society programs were implemented in their initial stages? Were they asked to do...?

00:06:24.920  00:06:33.800  Brady: A number of programs we were involved in that deal.

00:06:34.400  00:06:40.250  For example, under the OEO program, our agents again were in an advisory capacity on that thing. We course, didn't have any funds director those sorts of things. We never handles any funds.

00:06:40.280  00:06:53.920  We've struck strictly to the educational role, coordinating role. We do get involved in those ways, an advisory way, in a coordinating way, or a service way at those programs,

00:06:53.930  00:07:12.300  yes.

Hansen: Do you think there was adequate involvement or do you think extension, in effect, wasn't given the opportunity to do all that you could? It seems to me you've got an enormous reservoir of experience that isn't being utilized as fully as it might.

00:07:13.320  00:07:52.620  Brady: Well, that's all we had. We sincerely feel that it's such a unique informal educational system that it's almost unthinkable that we wouldn't have an extension service. Several other nations have copied it and it's, by nature of its informality and the use of volunteer leaders and it's based on the common problems of the people you're working with at their level. That it's just a unique thing where the people themselves are the ones that determine what their problem is.

00:07:52.810  00:08:28.170  And our job is to give them the facts and figures and let them assess that problem. Not to tell them your problem is this.

Hansen: Right.

Brady: That's exactly opposite. The job is to work with those people and get them background figures and other data that they aren't equipped to get but we are. Then sit around the table and have them decide yes this is our problem. We could see that now. It's the number one problem over this problem or this problem or that problem and then they devise ways to go about trying to solve that problem.
I had an extension man in Missouri, I went to a summer school in Arkansas one summer. He described extension work as nothing more than finding out what people were interested in and putting them to work at it. I in substance that pretty much describes it.

Once you find out what people's interests are and their problems, they'll go to work themselves and help solve it.

But we do feel that extension, there are many problems and challenges ahead.

We've been in existence of course since 1914, officially when Congress passed the original Smith-Lever Act. We were actually going in Colorado if you remember the book here in 1912.

But over the years, we did start out originally in the rural areas with corn clubs, the home clubs, improvement of agriculture and the homemakers worked with the mother and the farm wife and food program, clothing, and whatnot. Then over the years as time changed and the economy changed and everything else changed, we've had to gear to different conditions and different situations. But we still stuck to the basic philosophy that our job is informal education and working with the people at the their level, with their problems and we don't have all the answers.

But the point is that we're associated with a land grant university and we also have a knowledgeable base of other resources available through the state government or local government or local resource center and so forth. Throughout the years the youth program has been a very significant part of our program.

The amazing thing about that is it's kind of a perpetuating thing itself. The youth program, as the kids grow up, mature, and grow and get educated, they make wonderful leaders for you. I expect a lot of these questions, Jim, would better be answered by far by our director than I could because he of course knows firsthand all these things and is sometimes in a position to get around. They're not really that close to the top administration. This is going to show you the latest thing. This was printed here at CSU and our own director helped craft it.

But it's a nationwide effort to try and acquaint public legislators and others about the Crop and Extension Service. Think about them and some of the questions you're asking here in terms of change, challenges, and other things that and I can say to you in words.

Hansen: How about some of the individuals with whom you've been associated in the Colorado Extension Service? Who do you think has been particularly outstanding in forwarding this philosophy and the development of the agency? You had mentioned Jay Morrison. I have seen these directors people principal positions. Describe some
of these people and their characteristics, how they went about doing what they tried to accomplish.

Brady: When I saw your questionnaire, I really think a lot of people would think of the directors first because they do set the tone in the leadership.

When I came to work, Director F.A. Anderson was a director and he had been director for a long time since the early '30s. He was a kindly old gentleman that operated very quietly. You didn't see much of him and his agents. He had good connections with state government and federal government. Kept things on a very even keel. Nothing spectacular but steady growth. And then here he retired and he was replaced by Jay Morrison who had been his assistant for a number of years. And Jim was an excellent early county agents and he had actual county experience. So he had a little different tact that he was a little...

Oh, Jim maintained the organization real strong and more strongly rural oriented.

Maintained a pretty tight ship. Taylor was our fiscal man all through the years he was with us. And that's a pretty important job because in our work you're dealing with multiple funds, county funds, state funds, federal funds, and there also, there are a lot of special funds and Lowell Watts came aboard, a young fellow with a lot of ideas, a lot of capability. And he has initiated a lot of new things in the 14 or 15 years that he's been on deck. Extremely energetic capable guy, so full of ambition and goals. Somebody described him as having the greatest capacity for work of any guy ever known. He's an open minded guy. Also has good vision down the road and he sets a prime example in terms of effort. I guess you'd have to think of those people first. A lot of the old timers of course or

the picture up there, the 1948 annual conference. We usually try to have an annual conference every year. We just had one week before last. A lot of the old timers and they are gone now of course, as you look through them, there are some outstanding people. We were discussing advanced degrees awhile back with this group and what we have today. In that group there was only four or five of them had a master's degree. Right now, we're over 75 percent of our staff have a master's degree.

Of course, we have quite a few doctorate's now too. And the crew is much larger than is there. We have over 200 full time people. We have a lot of joint appointments at more twin experiment stations and extension. We have quite a few paraprofessionals. With the most funding that we get, we are getting a lot more paraprofessionals than we used to have.

Our biggest one right at the moment is federal funding for the low-income nutrition program.
There are some 60 or 70 paraprofessionals from that program and there are a lot of counties. We get more every year that are supplying county money to hire paraprofessionals to help the county agents and youth work during the summer, during the spring and so forth. Because we find our agents oftentimes get involved in service work. In other words, their job is to be an educator and sometimes may get sidetracked by setting up chairs, arranging the meeting room, making these service jobs, keeping back a certain record. More and more they're enlisting the help of paraprofessionals to not only help in that sort of service work but in the actual contact of people and delivering some goods too.

I don’t remember your question.

Brady: I was talking...

Well, I guess I have a lot of respect for the agents I first started under. Sherm Hoar[?], now deceased. He’s was out at Sterling.

He was with extension for 38 years.

He started out in Kansas and then moved to Colorado in ‘39, then left Logan County and moved up to the state office.

I followed him in this job when he retired. He was a gentleman that started in the early ‘20s. ‘27, ‘28 I guess it was, rather. Late ‘20s. Extension work in Kansas and he could tell some great stories about extension through the years. Hardships and so forth and so on. At that time in Kansas, they of course linked with the Farm Bureau and actually the agent had to go out in Kansas to keep the farm bureau membership up to keep his job. Actually they had to take cuts in salaries and other things during those years on the job. And he was quite a guy. He claimed great honor in the professional associations with extension and did a lot of grand things. There are several others the same way that have been in extension a long time and are retired. Most extension workers carry in a federal appointment. And as such we’re entitled to federal retirement benefits, health benefits, and life insurance. We’re getting quite a number of people who don’t carry federal appointments and to carry out a federal appointment you must have 50 percent or more of your time under a Cooperative Extension work. For example, we have specialists over here that work, well Johnny Matsushima is 25 percent extension and the rest, research or teaching.

Hansen: John's my neighbor.

Brady: Oh, is he? He's my class over here, '43. Quite a guy. But he doesn't carry a federal appointment. He is an extension worker about 24 percent at a time and we have quite a number of people like that. The reason we’re called the Cooperative Extension Service
is because the cooperative range is between the county, state, and federal levels and the financing [unclear].

We haven't talked much about the specialists but they're a crew of people who really backstop the agents.

It's obvious the agent is ill equipped to have knowledge in every field. So this crew of specialists are the real backbone and arm of the agents. Supplying materials and deliverance of services and personal visits. You name it.

And of course, now since 1968 they've been integrated into the departments. So they even have a broader access than they used to.

For example, Bill Stewart in the Department of Agronomy well, he really has a whole department now they call on when some agent calls for help.

The only college where we're not affiliated is College of Business. We do have people in all the other colleges. We have more in the agriculture college than anything else.

Hansen: How much coordination would you say there is between the extension service center and the university proper?

Brady: Well, I'd say it's good. We're trying to strengthen more all the time.

There are still a lot of misunderstandings I'm sure exist and so forth. And the director works very closely with the dean and department heads.

He has three assistant directors whose primary job is to strengthen their relationships. Then of course the specialists in the department carry responsibility for that too. But being off campus and being informal education, we're all different and it takes time for the understanding and everything to come about.

I think we've make great inroads since integration. The understanding of extension by the Dean, your department head, and the fellow professors in the academic world because more and more extension's involving them either out in the field or on campus or something in extension type work where they see what's going on and so forth.

We found them very willing to help out. Course you have certain university policies that we have to look at in terms of the honorarium deal and the consulting and all those sort of things to do. But I think we marking luck up on working them out and so for us to meet the needs of the people that stay. We're getting more and more projects every day or we're drawing people and then they're offering their help with services and even the students.

They've got a couple of journalism students who have made an audio slide presentation on the growth process on the development of the young people with life and so forth. We used some special funds we had for that purpose. And it's very interesting slide series. We've been showing it to our people. It's built around a musical
young people concept of life today. And it's a great thing for
extension work to see especially the olders to get them more in the
groove or to see the perspective of what informal education is all
about. So we're seeing a lot of that.

Hansen: You know it seems to me that
informal education is really a development that has almost limitless
potential for modern society as you get more and more people with
extra time and a degree of formal academic background. They're not
going to want to quit once they leave college. I think the success of
continuing education is a tribute to that and I don't know, I think
that the extension or expansion of that sort of approach is virtually
limitless in its potential.

Brady: I think we're finding it that way, Jim. We find I think our
people [unclear] ever. In fact we're in a computer program and we
keep hourly track of our time every day. We feed in the unit.

And if our reporting is correct and I don't see why anybody would
want to hedge on it, our agents are working anywhere from 20 to 40
days on the average beyond the normal working year. When I say
that means night meetings, Saturday meetings, those sort of
things we keep an hourly to track them. Work eight hours at the
office and night meeting for three hours. That's an eleven-hour day.
So we divide all the hours by eight and come up with a number of
days. We figure two hundred sixty-one is a normal work year
counting workdays, weekends, and holidays. A lot of our people are
showing 300 days. And that's been typical throughout the years, is
the extra time that agents do put in. State staff people put in extra
time too.

But it's more predominant at the county kind of level because there
they're meeting the public. That's where the action is, at the county
level.

So they're the ones that are most vulnerable to the extra hours.

Hansen: Well, you give me some good background here.

Brady: Well...

Hansen: I kind...

END TRANSCRIPTION