

close to the moment's need, and such action might interfere with the policies of the general supervisor. I hardly see how it could be worked out in a practical way. An advisor, rather than a supervisor, might be considered.

The Chairman: Some of our state farmers have taken the short course at the agricultural school. Mr. McFadden, of Fergus Falls, was one, I think. The idea was that, aside from the new things presented at the school, they would be given an opportunity to meet other farmers from all over the state and to exchange personal views.

Dr. R. M. Phelps, 'St. Peter State Hospital: I don't know that I have formulated an idea which can be presented very accurately. I am not at all enthusiastic about the idea of having anyone come in, especially with an authority that would come above and interfere with the local authority of the farmer and superintendent. We should like to get the new ideas and to have them presented to us, and if a man would come to do it in some kind of advisory way, that would be about as far in the way of tentative starting point as would seem advisable to me. I have often wondered if the matter of a general superintendent of farming industry from the financial point of view is not something like the consideration of our laundry. It is very hard to keep track of the laundry material, and the question comes up of checking everything in and out. It seemed to me it would cost about \$1,000 per year, and that we should save about \$200, and I didn't think it worth while. I wonder if this superintendent of farming industry wouldn't turn out something like that. This, the financial point of view, is, of course, a natural and fitting one to be taken of this proposition, although not the only one.

J. T. Fulton, State Training School: I do not feel that my experience is sufficiently extended to enable me to offer anything that would be of any benefit. I believe, other things being equal, the educated farmer has a decided advantage over the man who farms in accordance with the traditions that have come to him from the past. If a well-trained, efficient supervisor could be obtained, it is possible that the head farmers of the different institutions would be profited by his advice. I am heartily in favor of having the farm at the State Training School surveyed by a man who had experience and who can give us information as to what could be done, or best be done, with the different soils that we have.

W. J. Yanz, Hastings State Asylum: I believe that our farm should first be surveyed and the soil then analyzed. I think that would be the first step to take, as we raise such a variety of products on all our farms, and some of our farms probably would be better adapted for some things than others. In that way we should be planting on our farms what the soil was best adapted for.

Dr. A. C. Rogers, School for Feeble Minded and Colony for Epileptics: As I was responsible for starting all this trouble, I suppose I ought to say a word or two, though I can only restate what was presented at the last conference.

I have always taken the attitude in my work, in every phase of it, that when a problem comes up, the solution of which was not clear, I wanted to secure the very best available information applying to it. If

there is one thing impresses me more than another, as I go on year after year, it is how little any one person knows in this age of specialization about so many things concerning which there is so much knowledge available.

The question of securing good farmers has always been one of the problems of state institution management where there are farms attached. The state does not pay its farmers what a good farmer should have. Now, there are several reasons for this, and the subject has its historical background. In the first place, as discussed at the last meeting, the young man who comes out directly from the agricultural college, without having had any previous experience, is not fitted to run a good farm. He is fitted to begin to learn how to run a farm; he has the foundation, and, like the bookkeeper who has studied at a good commercial college, he is just in position to learn the business. Bankers very often hesitate, as I have heard them say, to take a school-trained man unless he is willing to accept an unimportant position. They want to test him out in some minor capacity, and make advancement contingent upon demonstrated capacity.

When a boy comes out from school, his attitude is sophomoric; he feels that he knows pretty much all about everything. We all have felt that way. Preliminary brain training is the most that schools can give, and it is essential that the student may learn how to think and to do things systematically. That, of course, is what all worthy schools are trying to give. They have clinics also, as it were, at the agricultural schools that will give students mental pictures to guide their work later. If the graduate has had experience on a farm, he ought to go ahead with his farm work intelligently and successfully. Naturally he expects a larger salary for the management of a farm, if he seeks such employment, than the experienced but non-college trained manager receives, while the employer will hesitate to pay the difference expected until the actual superiority has been demonstrated.

Those available are the renters or the young hired men who are ambitious to own a farm and run it as their fathers ran theirs. These are the two classes from which we select our farmers. The renter is the best man we can get, but he is not a high-grade farmer because if he were he would own his own farm.

This consideration led to the idea of securing, if possible, some one from the college of agriculture to act in a capacity similar to that of the electrical engineer; a farm consultant, but one who could spend his time largely on the ground and in direct contact with the practical operations, and also be in a position to advise or secure advice of the best kind. He would have accessible to him all the knowledge that one could have on the subject, and his training should be such that he would know how to obtain it and make use of it.

This was the way the work of Mr. Cornica was begun at Faribault. As a student of farm management, he was detailed to make a survey of our farm of about one thousand acres, the report and recommendations to form a thesis to be submitted to the college faculty. His paper at the last conference was a part of this thesis.

Now as to the future, the thought I had in mind was that it might be

possible to employ a first-class young man from the agricultural college who had had all that training and discipline, and knew something, from practical experience, about the farm, dairy, garden, orchards, etc., and who could divide his time between the institutions employing him, making a survey first in every case, to supervise the actual operating methods and suggest improvements that would promote efficiency in every way. I think our farmers would all be stimulated by it. If we had the right kind of a man, we should look to him, not as an independent administrator of the farm, but as an advisor and team worker.

It was unfortunate that when this subject was first discussed it got into the newspapers that the farmers were to be superseded by an agricultural expert. The idea seemed to prevail that the direction of the farm operations would be from outside and the present farmers superseded. Naturally, there was a feeling of disapproval on the part of those farmers who had been so impressed. One of the purposes of the proposed movement is to stimulate and encourage the farmers to do their best with no thought of eliminating operatives except for the same causes that should bring this about anyway.

We have at Faribault two farmers practically, a dairy farmer and a colony farmer. Their problems are a little bit different, and each has considerable responsibility. They have been attending the short courses and lectures of the farmers' institutes that come to our vicinity, in both Rice and Steele Counties. They are anxious for information and opportunity to inform themselves technically and to show results in their farms and dairy. I take it that the other farmers would feel the same way.

Dr. Arthur F. Kilbourne, Rochester State Hospital: I am under the impression that the state agricultural school is doing great work among the young men of this state, and I believe co-operation with them would result in great benefit to the farms of our state institutions. We have recently had occasion to consult their horticultural department regarding the pruning of our apple orchard, and they very kindly sent us Mr. Brierly, who supervised that work to our great satisfaction. We have also consulted their entomological department regarding the spraying of these trees, so we have had a slight experience already in co-operating with them. We have at present with us a young man graduate of the college, who has come to us for practical experience, which will no doubt be to our mutual benefit.

Mr. Tate: Has the co-operation that you got resulted in any good?

Dr. Kilbourne: We haven't picked any apples yet. That just happened this year.

C. J. Swendsen, State Board of Control: I am convinced that they are doing splendid work at the state agricultural school, and I consider it one of the best departments of the state university. It is true that they cannot give the boys the practical work which they need; but, on the other hand, they prepare them exceedingly well to teach the farmers of the state how to farm. Personally I know a number of very successful farmers in this state who came from the agricultural college, and I believe that we should give the institution credit for what it does. They are doing good work for the state of Minnesota, and because of that work we are going to raise in the future three times as much from our farms as we are raising today.

M. D. Aygarn, Sauk Centre Consolidated and Associated Schools: What are the state institutions afraid of? They appear to want advice but to be afraid of losing some authority.

Mr. Swendsen: Our superintendents have absolute charge of their respective institutions, and we don't want an outsider, whether from the university or the agricultural school, to say to them, "You must do this or that." We want them to advise our superintendents. Our superintendents have a lot of common sense, and would be glad to receive good advice.

The Chairman: I think Mr. Swendsen has rather clearly expressed it. There is such a thing as too much machinery, and we want to avoid that. We want to get what good there may be in the university or any of its departments and at the same time preserve the integrity of our institutions.

Dr. Rogers: I want to add one word. It is wonderfully easy for us to be understood as saying slighting things about the graduates of the agricultural college. I don't think we ought to do that. I think we should qualify our statements so that everyone will understand what we mean. There are capable graduates at the agricultural college, but to secure them we must pay salaries that we are not in a position to pay. The ones that are most available are the ones that fall down. We had four different gardeners from the agricultural school and three failed. Another one made a success after he learned to get along with the boys, but it took him a year to do that. If we paid big salaries, we could get big men. This proposition of mine was a sort of compromise, by which it seemed to me we might get the best for our special service at a reasonable cost to each institution. The agricultural college is our highest authority in the state in agricultural interests. I noticed in the legislative committees last winter that whenever a question came up involving a dairy barn or any expenditure on the farm, the first thing the chairman would ask was, "Has anybody consulted Prof. So-and-So, of the university?"

Mr. Aygarn: Do we realize the dangers in agricultural instruction as it is facing us today? Shall we look back to see if we should go on? All at once this branch of education is made the most expensive of all subjects. A large per cent of our public school teachers are wondering what will happen next. A new subject has come forth, with a salary premium attached to it. The instructor is paid two and three times as much as any other instructor. The colleges rejoice at the salary the graduates get; for it measures to some extent the success of that college. The agricultural instructor thinks he is "it" because of this. The other teachers criticize because with all their hard work they get no recognition. The farmers criticize because of the price they have to pay for this inexperienced instructor, from one to two thousand dollars, for getting advice from one who has never made farming a success. Had the work in the beginning been started by farmers who had actually made a success and had they had the supervision of it until something definite could be worked out, as in any other branch of education, there would now have been a better sentiment; for who can now say that the county agent proposition has been a success, with some of the counties voting it out? We now suffer because some men liked too well to see their names in print. The farmer is sometimes