

MINNESOTA AREA
AGRICULTURE COORDINATORS STUDY

FINAL REPORT

JANUARY, 1977

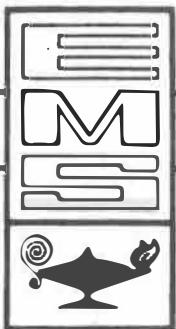
This study was conducted by Educational Management Services, Inc. in cooperation with the State Area Agriculture Coordinators Study Advisory Committee. It was funded by the Minnesota Division of Vocational-Technical Education, Program Planning and Development Section. Points of view or opinions stated in this report do not necessarily represent official Minnesota Department of Education position or policy.

Fred C. McCormick, Ph.D., Project Director

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January, 1977

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MINNESOTA AREA
AGRICULTURE COORDINATORS STUDY

SUMMARY OF MAJOR RECOMMENDATIONS AND ADVISORY COMMITTEE ACTIONS

Following is a summary of this study's major recommendations and Advisory Committee Actions, from Section 3 of this report:

3.1 ROLE AND JOB DESCRIPTION

Recommendation 3.1.1. *The Job Description: State Plan for the Area Program Coordinator of Agriculture Education, including duties and qualifications, should be revised in the 1977 update of the State Plan in accordance with the proposed job description (See Exhibit 14).*

Recommendation 3.1.2. *The job functions, their priority and time designations of Area Agriculture Coordinators, should be guided by Role Development Profile results of all three groups of major respondents: Ag Coordinators, AVTI Directors, and Vo-Ag Educators (See Exhibits 6-8, filed supplement to this report).*

Recommendation 3.1.3. *Approximate work-time percentage expenditures for the Area Agriculture Coordinators, on a statewide basis, should be:*

- . Adult: 65%
- . Post-Secondary: 10%
- . Secondary: 5%
- . Agribusiness/Industry: 10%
- . Workshops/Communication: 10%

It is emphasized that these are general guidelines, which must be interpreted flexibly, depending on situations relating to time of year and other factors existing in the various coordinator areas.

3.2 ACCOUNTABILITY/DIRECTION

Recommendation 3.2.1. A monthly work activity planning/reporting procedure should become operational immediately. (See Exhibit 15, for an example). The monthly work activity plan/report should include signed approval by the Area Agriculture Coordinator, the AVTI Director, and the Adult Supervisor of Agriculture Education.

Recommendation 3.2.2. A statewide Advisory Committee, relating to area program coordination of agriculture education, should be appointed, with the following representation:

- . Adult Directors Association
- . Area Vocational-Technical Institute Directors Association
- . Secondary Vocational Administrators Association
- . Minnesota Vocational Agriculture Instructors Association
- . Minnesota State Advisory Council for Vocational Education
- . University of Minnesota
- . Users: Agribusiness/Farm Operators/Farm Organizations

The State Supervisory Staff of Agriculture Education should serve as ad hoc members, and the committee's secretary should be the Adult Supervisor of Agriculture Education. The advisory committee will serve to help determine statewide needs, to establish priorities, and to maintain directions for work in area program coordination of Agriculture Education.

Recommendation 3.2.3. User groups defined in the study (Vo-Ag educators - adult, post-secondary and secondary - school administrators, agribusiness/industry personnel, and farm operators) should continue to be approached in determining the need for, and defining priorities for services of the Area Agriculture Coordinators.

Recommendation 3.2.4. The program of area coordination of agriculture education should continue to be assessed through efforts of the Vocational-Technical Division and the Statewide Advisory Committee relating to area program coordination, defined in Recommendation 3.2.2 above.

3.3 FUNDING

Approved by State Board 2.15.77

Recommendation 3.3.1. Funding for the program of area coordination for agriculture education should be provided 100 percent by the State of Minnesota (75 percent adult and 25 percent post-secondary, for salaries, travel and secretarial services beyond temporary personnel for adult farm records analysis).

Recommendation 3.3.2. Funding, as proposed in Recommendation 3.3.1, should be instituted as soon as possible, but no later than July 1, 1977.

3.4 NUMBERS, WORKLOADS AND LOCATIONS

Recommendation 3.4.1. If any adjustments in assigned geographic areas relating to the program of area program coordination of agriculture education are required, the present coordinators, as a group, should be involved, as has been done during the

conduct of this study. This should be accomplished with the coordination of the State supervisory staff of agriculture education. (Adult Supervisor of Agriculture Education).

Recommendation 3.4.2. The locations of area agriculture coordinators should continue to be at the analysis centers within AVTI's. Inasmuch as is possible and feasible, area coordinators should remain in the same AVTI locations as currently assigned, since their professional employment (including accumulated employee benefits) have been within specific school districts. The present coordinator areas (as of June, 1976) are shown in Figure 1. Table 4 provides Area Agriculture Coordinator loads according to presently assigned areas.

Recommendation 3.4.3. The following alternatives are provided with respect to numbers of Agriculture Coordinator areas and/or Area Agriculture Coordinator loads. These alternatives are not necessarily listed in order of their potentials for providing a full-service program of area coordination for Agriculture Education in Minnesota. However, the assumption can be made that the larger the number of areas (i.e., coordinators), the greater the potential for full-services. Also, the determination of numbers of coordinators must be made according to available funds.

Each alternative is documented with a figure (map) illustrating geographical areas and/or a table providing area agriculture coordinator loads, as follows:

- ✓ Alternative 1: Seven Areas, plus metropolitan counties (See Figure 2 and Table 5).

- . Alternatives 2, 3, 4, and 5: Seven, Six, Five, and Four Areas, with Coordinator loads determined by dividing the total state coordinator loads, in each case, equally (See Table 6).
- . Alternative 6: Seven Areas, metropolitan counties included (See Figure 3 and Table 7).
- . Alternative 7: Seven Areas, utilizing combinations of Development Regions (See Figure 4 and Table 8).
- . Alternative 8: Six Areas, metropolitan counties included (See Figure 5 and Table 9).
- . Alternative 9: Five Areas, plus the metropolitan counties (according to the MECC regions). (See Figure 6 and Table 10).

ADVISORY COMMITTEE ACTIONS:

At its January 21, 1977 meeting, the State Area Agriculture Coordinators Study Advisory Committee unanimously passed two motions relating to the study, i.e.

- recommending Alternative 1, providing funds are available; and
- endorsing this study, performed by EMS, as well as this report and its recommendations, in their entirety.

MINNESOTA AREA
AGRICULTURE COORDINATORS STUDY

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1. BACKGROUND AND NEED: AREA PROGRAM COORDINATOR OF AGRICULTURE EDUCATION

1.1 BACKGROUND

Currently there are Area Agriculture Coordinators operating through the Area Vocational-Technical Institutes in the following communities: Thief River Falls, Staples, St. Cloud (Acting), Willmar, Mankato, Winona, Austin, and Jackson. One of the major areas of their work includes the operation and coordination of Adult Farm Management Education Programs, through local vocational-agriculture instructors and a Regional Analysis Center.

The State Board for Vocational Education requested the Division of Vocational Education to conduct a study of the need, job descriptions, location, administrative structure, and funding patterns presently in existence with recommendations for changes in one or all of these concerns.

Educational Management Services, Inc. (EMS) with the assistance of the Statewide Study Advisory Committee, has conducted a Study of Area Agriculture Coordinators in Minnesota. This Final Report serves to present results of the study and Advisory Committee deliberations, including summaries of three aspects of the study, in the sections which follow. These are:

- 1) Background and Need: Area Program Coordination of Agriculture Education;
- 2) Considerations and rationales, including assumptions, on which major recommendations are offered; and
- 3) Major recommendations, relating to role and job description, accountability and direction, funding, and Numbers/Work Loads/Locations of the Area Program Coordinators of Agriculture Education. A number of Exhibits, relating to Sections 1-3, follow in Section 4, supplement to the report.

1.2 NEED

The need for, and work role of, Area Agriculture Coordinators in Minnesota has been documented in a number of ways including interviews, surveys of Users of Services, and role development profiles among all involved personnel relating to the area Agriculture Coordinators. A summary of contacts accomplished, (including interviews), is presented in Exhibit 1. Results of the Surveys of Users of Services are presented in Exhibit 2 (Vocational Agriculture Educators), Exhibit 3 (School District Administrators), Exhibit 4 (Agribusiness and Industry), and Exhibit 5 (Farm Operators). Role Development Profiles are presented in Exhibit 6 (Agriculture Coordinators), Exhibit 7 (AVTI Directors), and Exhibit 8 (Vo-Ag Educators). Exhibits 2-8 are found in Section 4, filed supplement to this document. Table 1 provides a comparison (of numerical responses) on the profile of functions: priority and time designations, between the Area Agriculture Coordinators and the AVTI Directors with whom they are associated. Tables 2 and 3 present projections of Minnesota enrollments and projections of Minnesota's enrollments in vocational education personnel preparation and development programs, respectively. These tables are extracted from the current Minnesota State Plan for Vocational Education, and include 1976, 1977, and 1981 estimates for Agriculture Education. Two summaries (for two typical coordinator areas) of goals/objectives, activities, time allocations and populations served are provided in Exhibits 9 and 10.

The Study's Advisory Committee (See roster, Exhibit 11) and the Area Agriculture Coordinators (Present, Acting and Retired -

See Exhibit 12) have been helpful in documenting the need and work role of the Area Agriculture Coordinator as well. Exhibits 9-12 are filed supplement to this report.

In summary, the program of area coordination in Minnesota Vocational-Agriculture remains as a model which is emulated beyond the State itself. The program can provide a means to further vocational agriculture development, particularly in adult programming, as well as in areas of articulation between and among the levels of vocational-agriculture.

EXHIBIT 1

SUMMARY OF CONTACTS ACCOMPLISHED

AG COORDINATORS/AVTI DIRECTORS/VO-AG EDUCATORS

John Thell, Mike Cullen; Willmar
Joe Raine, Morton Carney; Austin
Dennis Lehto, Cornelius Vatea, Don Hammerlink; St. Cloud
William Guelker, Stanley Edin; Staples
Ed Sisler; Arnt Aune; Thief River Falls
Delbert Hodgkins, Frank Kalin, Veryl Layton; Mankato
Don Walker, Bill Hemsey; Winona
Superintendent Hopf and Board Member(s); Winona and Lewiston
Charles Painter; Austin (Retired Ag. Coordinator)
John Murray, Delbert Schwieger, James Pengra; Jackson
Ed O'Connell; St. Cloud (Retired Ag. Coordinator)

Numbers of Vo-Ag Educators at each of the eight AVTI
locations visited

VOCATIONAL-TECHNICAL DIVISION

Jerome Schmehl, Program Planning/Development
Melvin Johnson, Program Planning/Development
Odell Bardusen, Adult Agriculture
Dave McCullough, Adult Operations
Paul Day, Secondary Agriculture
William Hoenhouse, Post-Secondary Agriculture
Robert Madson, Operations
Robert P. Van Tries, Assistant Commissioner, Vocational-
Technical Division

UNIVERSITY OF MINNESOTA

Rodger Palmer, Ag. Education (Formerly Duluth Ag. Coordinator)
Paul Marvin, Ag. Education
Edgar Persons, Ag. Education
Gordon Swanson, Ag. Education
Forrest Bear, Ag. Education/Ag. Engineering
Roland Abraham, Ag. Extension
William Hueg, Deputy V.P., Agriculture

OTHERS

Minnesota Vocational-Agricultural Instructors Association,
Board of Directors

Adult Agriculture Advisory Committee

Supplementary Adult Vocational Education Legislative Committee

Minnesota Advisory Committee, Agribusiness and Natural
Resources Education

Vo-Ag Educators, School District Administrators, Farm
Operators and Agribusiness (Surveys of Services to Users
and Interviews)

TABLE 1

MINNESOTA AGRICULTURE COORDINATORS

PROFILE OF FUNCTIONS: PRIORITY AND TIME DESIGNATIONS

FUNCTIONS										
1	2	3	4	5	6	7	8	9	10	11
ADULT/VETERANS FARM MANAGEMENT	SECONDARY INSTRUCTION	POST-SECONDARY INSTRUCTION	UNIVERSITY RELATIONS	OTHER EDUCATIONAL RELATIONS	AGRI-BUSINESS/ INDUSTRY RELATIONS	NEEDS DETERMINATION AND RESEARCH	COMMUNICATION AND REPORTING	WORKSHOPS	NEW PROGRAM DEVELOPMENT	OTHER

PRIORITY

HIGH = 7

LOW = 1

COORDINATORS
DIRECTORS

7.0	4.6	3.8	3.5	3.4	2.3	3.3	3.0	4.5	4.3	1.5
7.0	4.3	5.5	2.8	2.0	4.0	1.8	2.0	4.7	3.3	1.0

PRIORITY

RANGE

COORDINATORS
DIRECTORS

(7 only)	(3-6)	(1-6)	(3-5)	(1-5)	(1-4)	(1-6)	(1-6)	(3-6)	(2-6)	(1-5)
(7 only)	(3-6)	(4-6)	(2-3)	(1-5)	(2-5)	(1-6)	(1-4)	(4-5)	(3-5)	(1 only)

PER CENT

OF TIME

COORDINATORS
DIRECTORS

54	10	7	3	3	2	5	3	5	4	4
48	5	13	3	4	7	5	4	4	6	1

PER CENT

OF TIME: RANGE

COORDINATORS
DIRECTORS

(44-60)	(5-20)	(1-15)	(1-15)	(1-10)	(1-5)	(1-10)	(1-8)	(1-11)	(1-7)	(1-5)
(20-60)	(0-10)	(2-30)	(0-5)	(0-8)	(2-10)	(0-12)	(0-12)	(0-12)	(2-20)	(1-3)

TABLE 2
PROJECTIONS OF STATE'S ENROLLMENTS

Instructional Programs by OE Codes <u>1/</u>	1976			1977			1981		
	S	PS	A	S	PS	A	S	PS	A
01. Agriculture	31,251	3,703	20,665	33,000	4,000	22,731	35,000	5,000	24,000
04. Distributive	10,374	4,606	8,073	10,000	5,000	8,880	12,000	6,000	9,000
07. Health	2,224	10,403	6,744	2,500	10,000	7,418	3,000	11,000	8,000
09.01 Consumer-Homemaking	63,853	12	8,247	65,000	12	9,071	68,000	20	10,000
09.02 Home Economics	6,380	990	6,656	7,000	1,000	7,322	8,000	2,000	8,000
04. Business	19,926	17,298	15,130	21,000	18,000	15,887	23,000	19,000	16,000
06. Technical	0	7,499	4,187	0	10,000	3,000	0	11,000	4,000
07. Trade & Industrial	15,000	26,641	38,030	16,000	27,000	36,000	18,000	28,000	38,000
09.0100 Group Guidance (Pre-Vocational)	149,008	xxxxx	xxxxx	154,500	xxxxx	xxxxx	167,000	xxxxx	xxxxx
09.0200 Pre-Post Secondary	0	xxxxx	xxxxx	0	xxxxx	xxxxx	0	xxxxx	xxxxx
09.0300 Remedial **	300	1,991	0	900	2,050	0	2,100	2,400	0
09.0400 Industrial Arts *	106,411	xxxxx	xxxxx	115,000	xxxxx	xxxxx	125,000	xxxxx	xxxxx
09.0500 Volunteer Fireman	xxxxx	xxxxx	22,531	xxxxx	xxxxx	22,531	xxxxx	xxxxx	22,531
Total (Unduplicated)	255,419	71,152	130,263	269,500	75,012	32,840	292,000	82,020	139,531
Special Needs and Special Funded <u>2/</u>	12,256	2,663	1,128	12,815	2,796	1,184	14,356	2,846	1,244
Disadvantaged	7,623	1,368	782	8,004	1,436	821	8,404	1,418	866
Handicapped	2,677	1,295	346	2,811	1,360	363	2,952	1,428	380
Cooperative Education - Part G	1,956	xxxxx	xxxxx	2,000	xxxxx	xxxxx	3,000	xxxxx	xxxxx
Cooperative Education - Part B	(59,662)	(23,480)	xxxxx	(61,850)	(24,424)	xxxxx	(66,880)	(26,737)	xxxxx
Work-Study	xxxxx	1,094	xxxxx	xxxxx	1,200	xxxxx	xxxxx	1,300	xxxxx
Exemplary	40,000	xxxxx	xxxxx	50,000	xxxxx	xxxxx	115,000	xxxxx	xxxxx

1/ Unduplicated count.

2/ May be duplicated count.

* The State Board of Education recognizes the name Industrial Education as including Industrial Arts. All enrollments in Industrial Education programs which are funded with vocational education funds are included in these figures.

** Remedial enrollment is not identified inasmuch as all remedial activities are supportive to students in vocational education classes.

TABLE 3

PROJECTION OF STATE'S ENROLLMENTS IN
VOCATIONAL EDUCATION PERSONNEL PREPARATION AND DEVELOPMENT

VOCATIONAL PROGRAMS SPECIFIED BY O. E. CODE <u>1/</u>	PRE-SERVICE <u>2/</u>			IN-SERVICE <u>3/</u>		
	1976	1977	1981	1976	1977	1981
Grand Total (Unduplicated)						
01. Agriculture	125	130	155	320	345	615
04. Distributive Education	60	82	140	234	240	282
07. Health Education	0	0	0	226	260	350
09.01 Home Econ. (Home Making)	280	273	250	530	530	800
09.02 Home Econ. (Occupational)	70	109	150	260	260	317
14. Business & Office Education	108	132	160	450	450	1,000
16. Technical Education	32	38	60	206	210	260
17. Trade & Industrial Education	121	132	140	545	560	1,000
99. Other <u>4/</u>	100	16	160	412	415	420
Ancillary						
Administration	20	25	50	175	205	684
Guidance & Counseling	20	25	50	95	100	157
Para-Professional	30	30	30	17	19	200
PROGRAMS/PURPOSES (DUPLICATED) <u>5/</u>						
Cooperative - Part G	5	5	7	76	85	85
Disadvantaged	15	15	25	200	200	213
Handicapped	5	6	15	54	60	70
Remedial	10	8	10	50	50	70
Exemplary	5	6	7	60	60	145
Other						

1/ Include all personnel whose interests fall into one of the following vocational education areas.

2/ Pre-service refers to all persons enrolled in vocational preparation classes (regardless of level) who are not involved under contract for vocational activities in a vocational education institution.

3/ In-service refers to all persons enrolled in vocational preparation classes (regardless of level) who are involved under contract for vocational activities in a vocational education institution.

4/ Include all personnel who teach (or plan to teach) support subjects (math, science, english, etc.) in vocational instruction programs at the post-secondary and adult levels.

5/ Include personnel whose emphasis is not identifiable by OE code or OTHER categories.

2. CONSIDERATIONS AND RATIONALES

A number of considerations and rationales, including major assumptions, can be stated, as background to the major recommendations which have resulted from the Study. These are:

2.1 SCOPE OF THE STUDY

This Area Agriculture Coordinators Study has been designed and performed in order to reinforce a plan for area program coordination of agriculture education, in addition to generating only study results.

2.2 AREA PROGRAM COORDINATION OF AGRICULTURE EDUCATION

Area program coordination of agriculture education in Minnesota is concerned with vocational-agriculture education and teaching. It is not concerned with technical service, nor technical research, nor administrative regulation or supervision, such as are provided under the aegis of the University of Minnesota or other Departments of the State of Minnesota, or other public or private service organizations.

2.3 ARTICULATION

Area program coordination of agriculture education serves to provide articulation for

- . Agriculture and Agribusiness/Industry;
- . Levels of vocational agriculture education (Secondary, Post-Secondary and Adult);
- . Agricultural areas of the State;
- . State and local education agencies;
- . Local school districts, their teaching staffs, administrations and Boards of Education.

2.4 DEMANDS OF MINNESOTA VOCATIONAL-AGRICULTURE EDUCATION

Vocational-Agriculture Education in Minnesota (Adult,

Post-Secondary and Secondary) has demanded a number of emphases in area program coordination for its success:

- . Determination of needs;
- . Location of clientele needed to be served;
- . Efforts to locate and work with teachers, and administrators on a one-to-one basis, (if needed); i.e., with a personal thrust.
- . Need for inservicing of both present and new personnel;
- . Articulation among levels of vocational-agriculture education (Secondary, Post-secondary, and Adult)
- . Geographical area responsibility with centers within technical-vocational Institutes:
- . Recognition that the length and duration of an individual student's education may vary, (particularly as an adult vo-ag student).
- . Need for a personal thrust in recruiting vo-ag students at all levels.
- . Need for continuous liaison and relationships with other (non vo-ag education) agencies, such as agribusiness/industry, including Farm Bureau and Farm Credit agencies, the University of Minnesota, including Agricultural Education, Agricultural Extension, and other departments; as well as other community agencies and organizations.
- . Need for personal development/growth through retraining of teachers and coordinators in view of rapidly changing technologies.

2.5 WORKLOADS/ACCOUNTABILITY

With respect to workloads/accountability/direction and evaluation of area program coordinators of agriculture education, the following points are noted:

- . Approximate time percentage expenditures, on a statewide basis should be:
 - Adult: 65%
 - Post-Secondary: 10%
 - Secondary: 5%
 - Agribusiness/Industry: 10%
 - Workshops/Communications: 10%

It should be emphasized that these are general guidelines, which must be interpreted flexibly, depending on situations relating to time of year and other factors existing in the various coordinator areas.

- . Numbers of educators, schools, ease of transportation, and characteristics of agricultural areas must be taken into account in determining the size of areas for program coordination, in addition to numbers of farm cooperators. Potential numbers, for growth in programs, particularly in adult vo-ag education, must also be considered. A reasonable growth rate of 8-10 percent per year is anticipated.
- . Accountability of efforts of the Area Program Coordinator of Agriculture Education can best be managed by the Area Vocational-Technical Institute Director in the district in which the area coordinator is employed; coordination should be provided by the State Supervisory Staff of Agriculture Education (Adult Supervisor of Agriculture Education). Direction and coordination of effort must be provided by the Vocational-Technical Division, from the focus of a statewide delivery system for the agriculture disciplines, and because each Area Program Coordinator of Agriculture Education serves more than the school district of any one Area Vocational-Technical Institute.
- . User groups of the Area Coordinators, defined in the study, should continue to be approached in determining the need for, and the effectiveness of, services of the area program coordinators. These user groups are: vo-ag educators (adult, post-secondary, and secondary), administrators in AVTI's and school districts, agribusiness/industry personnel, and farm operators).
- . Continuous evaluation of the efforts and effectiveness of the area program coordinators of agriculture education should be the responsibility of the coordinators and their directors, with leadership from the State Supervisory Staff of Agriculture Education (Adult Supervisor of Agriculture Education).
- . An advisory committee relating to area program coordination would be of valued assistance in helping to determine statewide needs and in establishing priorities and maintaining directions for the work of area program coordination of agriculture education.

2.6 FUNDING

Funding of the area coordinators will be best accomplished by supporting this position with State funding for salaries and travel. The area program coordination function must be statewide in order to achieve consistency among the various areas of the state. Each of the areas encompasses more than the service territory of any one Area Vocational-Technical Institute, as well.

3. MAJOR RECOMMENDATIONS

This section of the report has been prepared to present major study recommendations as bases for a functional plan for area program coordination of agriculture education in Minnesota. Recommendations are supported by study background and findings, as well as the considerations and rationales, including assumptions, discussed in Section 2 of this report. Areas of recommendations are included in the following sections: (3.1) Role and Job Description; (3.2) Accountability and Direction; (3.3) Funding; and (3.4) Numbers, Workloads and Locations.

3.1 ROLE AND JOB DESCRIPTION

Exhibit 13 includes a current job description for the Area Program Coordinator of Agriculture Education, included in the State Plan update of May 24, 1976.

Recommendation 3.1.1. *The Job Description: State Plan for the Area Program Coordinator of Agriculture Education, including duties and qualifications, should be revised in the 1977 update of the State Plan in accordance with the proposed job description (See Exhibit 14).*

Recommendation 3.1.2. *The job functions, their priority and time designations of Area Agriculture Coordinators, should be guided by Role Development Profile results of all three groups of major respondents: Ag Coordinators, AVTI Directors, and Vo-Ag Educators (See Exhibits 6-8, filed supplement to this report).*

Recommendation 3.1.3. *Approximate work-time percentage expenditures for the Area Agriculture Coordinators, on a statewide basis, should be:*

EXHIBIT 13

CURRENT JOB DESCRIPTION

(FROM PAGES I-40 AND I-41
OF STATE PLAN (MAY 24, 1976)

1.32-5 Local Supervisors of Vocational Education

The following duties are common to all local supervisors of vocational education:

Shall be responsible for development and supervision of local vocational programs in the vocational discipline and perform duties similar to those of the state supervisor, as applicable to a local situation.

1.32-5.1 Supervisor of Agriculture Education

Duties: Refer to 1.32-5.

Qualifications: Shall meet the requirements of a teacher of vocational agriculture, as specified in this Plan.

Shall have three years of successful experience as a teacher of vocational agriculture.



1.32-5.2 Area Program Coordinator of Agriculture Education (Area Vocational-Technical Institute)

Duties: Shall be responsible to the area vocational-technical institute director in the district in which employed.

Shall be responsible on a half-time basis for adult supervisory activities with emphasis on adult farm management analysis and veterans farm coop programs.

Shall be responsible on a half-time basis for post-secondary supervisory activities with emphasis on articulating secondary/post-secondary offerings in agriculture.

Shall make such reports as are required by the area vocational-technical institute director.

Qualifications: Refer to 1.32-5.1.

EXHIBIT 14

PROPOSED JOB DESCRIPTION: STATE PLAN

Adopted - 1977 STATE PLAN.

1.32-5.2 AREA PROGRAM COORDINATOR OF AGRICULTURE EDUCATION

(AREA VOCATIONAL-TECHNICAL INSTITUTE)

DUTIES: SHALL WORK IN AN ASSIGNED GEOGRAPHIC AREA, AND BE RESPONSIBLE TO THE AREA VOCATIONAL-TECHNICAL INSTITUTE DIRECTOR IN THE DISTRICT IN WHICH EMPLOYED WITH COORDINATION FROM THE STATE SUPERVISORY STAFF OF AGRICULTURE EDUCATION (ADULT SUPERVISOR OF AGRICULTURE EDUCATION).

SHALL BE RESPONSIBLE FOR COORDINATING ADULT ACTIVITIES WITH EMPHASIS ON ADULT FARM MANAGEMENT EDUCATION PROGRAM (AND VETERANS FARM COOP PROGRAM); ITS MAINTENANCE AND DEVELOPMENT.

SHALL BE RESPONSIBLE FOR COORDINATING SECONDARY AND POST-SECONDARY ACTIVITIES WITH EMPHASIS ON ARTICULATING SECONDARY/POST-SECONDARY OFFERINGS IN AGRICULTURE.

SHALL MAKE SUCH REPORTS AS ARE REQUIRED BY THE AREA VOCATIONAL-TECHNICAL INSTITUTE DIRECTOR AND STATE SUPERVISORY STAFF OF AGRICULTURE EDUCATION (ADULT SUPERVISOR OF AGRICULTURE EDUCATION).

QUALIFICATIONS: SHALL MEET THE REQUIREMENTS OF AN ADULT TEACHER OF VOCATIONAL-AGRICULTURE EDUCATION. SHALL HAVE THREE YEARS OF SUCCESSFUL EXPERIENCE AS A TEACHER OF VOCATIONAL AGRICULTURE.

- . Adult: 65%
- . Post-Secondary: 10%
- . Secondary: 5%
- . Agribusiness/Industry: 10%
- . Workshops/Communication: 10%

It is emphasized that these are general guidelines, which must be interpreted flexibly, depending on situations relating to time of year and other factors existing in the various coordinator areas.

3.2 ACCOUNTABILITY/DIRECTION

Accountability and Direction for the Program of area coordination in agriculture will be accomplished through the joint efforts of all involved, both statewide and locally. This includes the State Supervisory Staff of Agriculture Education (Adult Supervisor of Agriculture Education) as well as the Area Vocational-Technical Institute Directors where Area Agriculture Coordinators are employed.

Recommendation 3.2.1. A monthly work activity planning/reporting procedure should become operational immediately. (See Exhibit 15, for an example). The monthly work activity plan/report should include signed approval by the Area Agriculture Coordinator, the AVTI Director, and the Adult Supervisor of Agriculture Education.

Recommendation 3.2.2. A statewide Advisory Committee, relating to area program coordination of agriculture education should be appointed, with the following representation:

- . Adult Directors Association
- . Area Vocational-Technical Institute Directors Association

EXHIBIT 15

STATE OF MINNESOTA

AREA PROGRAM COORDINATOR OF AGRICULTURE EDUCATION

MONTHLY WORK ACTIVITY PLAN/REPORT

Area _____ Name _____ Month _____, 19 _____

Please complete as a narrative report of educational activities of Area Program Coordinator of Agriculture Education. Please complete one copy for the Area Vocational-Technical Institute Director and one copy for the State Supervisory staff of Agriculture Education (Adult Supervisor of Agriculture Education). Please report under headings listed below and make additions if necessary.

Work-Activity Accomplished	Hours
• <u>ADULT</u>	
• <u>POST-SECONDARY</u>	
• <u>SECONDARY</u>	
• <u>AGRIBUSINESS/INDUSTRY</u>	
• <u>WORKSHOPS/COMMUNICATION</u>	
• <u>OTHER</u>	

Area Coordinator _____

AVTI Director _____

Adult Supervisor
of Agriculture Education _____

- . Secondary Vocational Administrators Association
- . Minnesota Vocational Agriculture Instructors Association
- . Minnesota State Advisory Council for Vocational Education
- . University of Minnesota
- . Users: Agribusiness/Farm Operators/Farm Organizations

The State Supervisory Staff of Agriculture Education should serve as ad hoc members, and the committee's secretary should be the Adult Supervisor of Agriculture Education. The advisory committee will serve to help determine statewide needs, to establish priorities, and to maintain directions for work in area program coordination of Agriculture Education.

Recommendation 3.2.3. User groups defined in the study (Vo-Ag educators - adult, post-secondary and secondary - school administrators, agribusiness/industry personnel, and farm operators) should continue to be approached in determining the need for, and defining priorities for, services of the Area Agriculture Coordinators.

Recommendation 3.2.4. The program of area coordination of agriculture education should continue to be assessed through efforts of the Vocational-Technical Division and the Statewide Advisory Committee relating to area program coordination, defined in Recommendation 3.2.2 above.

3.3 FUNDING

Exhibit 16 provides a summary of the possible funding patterns which have been investigated in the course of this study.

Recommendation 3.3.1. Funding for the program of area coordination for agriculture education should be provided 100 percent

POSSIBLE FUNDING PATTERNS

	<u>STATE</u>			<u>LOCAL</u>	<u>TOTAL</u>
	<u>ADULT</u>	<u>POST/SEC.</u>	<u>SEC.</u>		
(A)	60%	20%	20%	-	100%
(B)	75	15	10	-	100%
(C)	75	15	5	5	100%
(D)	70	15	10	5	100%
(E)	75	10	5	10	100%
(F)	75	25	-	-	100%

by the State of Minnesota (75 percent adult and 25 percent post-secondary, for salaries, travel and secretarial services beyond temporary personnel for adult farm records analysis).

Recommendation 3.3.2. Funding, as proposed in Recommendation 3.3.1, should be instituted as soon as possible, but no later than July 1, 1977.

3.4 NUMBERS, WORKLOADS AND LOCATIONS

In addition to numbers of farm cooperators (adult farm records) a number of other indices must be taken into account in determining the size and number of areas for program coordination of agriculture education in Minnesota. These are:

- . Total Instructors (Adult, Veterans, Post-High, and High School);
- . High Schools with agriculture;
- . High Schools without agriculture (growth potential);
- . AVTI's and Vocational Centers;
- . Land Area (square miles).

Potential numbers, for growth in programs, particularly in adult vo-ag education, must also be considered. A reasonable growth in potential service to already existing schools, including high schools, vocational centers and AVTI's, of 8-10 percent per year is anticipated.

Recommendation 3.4.1. If any adjustments in assigned geographic areas relating to the program of area program coordination of agriculture education are required, the present coordinators, as a group, should be involved, as has been done during the conduct of this study. This should be accomplished with the

coordination of the State supervisory staff of agriculture education. (Adult Supervisor of Agriculture Education).

Recommendation 3.4.2. The locations of area agriculture coordinators should continue to be at the analysis centers within AVTI's. Inasmuch as is possible and feasible, area coordinators should remain in the same AVTI locations as currently assigned, since their professional employment (including accumulated employee benefits) have been within specific school districts. The present coordinator areas (as of June, 1976) are shown in Figure 1. Table 4 provides Area Agriculture Coordinator loads according to presently assigned areas.

Recommendation 3.4.3. The following alternatives are provided with respect to numbers of Agriculture Coordinator areas and/or Area Agriculture Coordinator loads. These alternatives are not necessarily listed in order of their potentials for providing a full-service program of area coordination for Agriculture Education in Minnesota. However, the assumption can be made that the larger the number of areas (i.e., coordinators), the greater the potential for full-services. Also, the determination of numbers of Coordinators must be made according to available funds.

Each alternative is documented with a figure (map) illustrating geographical areas and/or a table providing area agriculture coordinator loads, as follows:

- Alternative 1: Seven Areas, plus metropolitan counties (See Figure 2 and Table 5).
- Alternatives 2, 3, 4, and 5: Seven, Six, Five, and Four Areas, with Coordinator loads determined by dividing the total state coordinator loads, in each case, equally (See Table 6).

- *Alternative 6: Seven Areas, metropolitan counties included (See Figure 3 and Table 7).*
- *Alternative 7: Seven Areas, utilizing combinations of Development Regions (See Figure 4 and Table 8).*
- *Alternative 8: Six Areas, metropolitan counties included (See Figure 5 and Table 9).*
- *Alternative 9: Five Areas, plus the metropolitan counties (according to the MECC regions) (See Figure 6 and Table 10).*

Two other figures are provided for reference and as they relate to the alternatives listed above. These are Figure 7, the ten Educational Cooperative Service Unit (ECSU) regions, as combinations of development regions, and Figure 8, the (11-13) development regions utilized for regional planning within the State of Minnesota.

At its January 21, 1977 meeting, the State Area Agriculture Coordinators Study Advisory Committee passed a motion recommending Alternative 1, providing funds are available.

The advantages of Alternative 1 have been documented by the present, acting and retired area agriculture coordinators, as follows:

- Equality of workload;
- Retention of accuracy and reliability in adult farm management educational programs;
- Consistency with respect to types of agriculture among the various areas;
- Opportunity for growth, with past accomplishments as bases for future growth and development;
- Ability to provide records analysis education on schedule (i.e., before spring plantings); and
- Efficiency of staff utilization, with respect to travel time and staff availability.

At its January 21, 1977 meeting, the State Area Agriculture Coordinators Study Advisory Committee passed a motion endorsing this study, performed by EMS, as well as this report and its recommendations in their entirety.

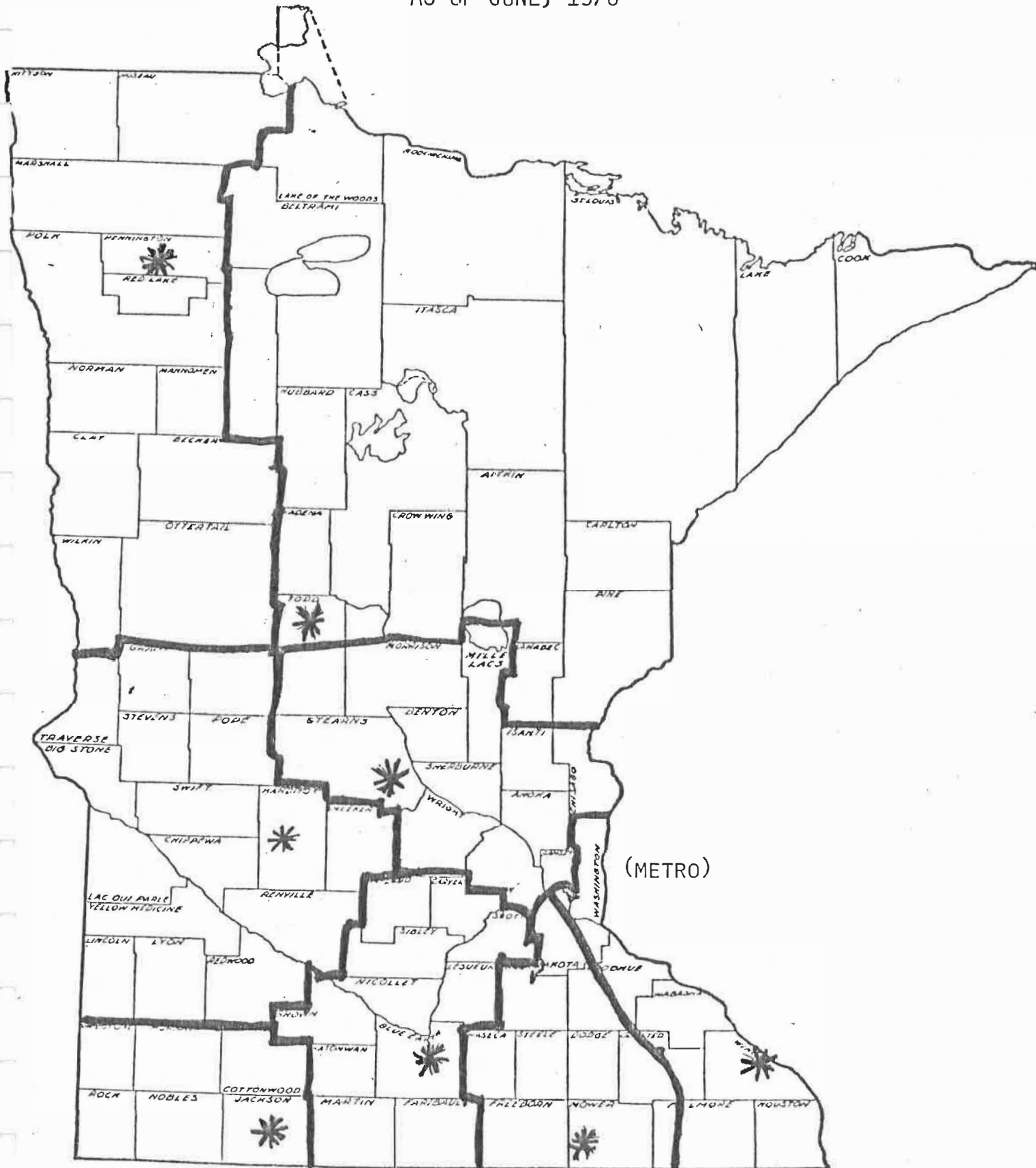
Bridging past experience with present knowledge and future challenge requires a rational planning process which:

- . is based on all the data and information we have at our disposal;
- . calls for an examination of basic assumptions, all of which may or may not stand tests of scrutiny;
- . requires a need to listen to, and involve all, those who have an interest in the problem; and
- . includes a willingness to preserve a successful program, but to make changes in it as appropriate for its successful future.

This study, with its recommendations for reinforcing a plan, has been designed and performed in this spirit, and in order to help Minnesota Vocational-Technical education continue to serve Minnesota agriculture well in the future.

Figure 1

PRESENT COORDINATOR AREAS: EIGHT
AS OF JUNE, 1976



PRESENT COORDINATOR LOCATIONS

TABLE 4
COORDINATOR LOADS: PRESENT AREAS

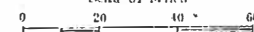
	Thief River Falls	Staples	Willmar	St. Cloud	Jackson	Mankato	Austin	Winona
Total Agricultural Instructors	77	78.5	114	96	50	73	75	48
Adult	17	7.5	18.25	10.5	12.5	14	20	7
Veterans	14	20	16	10.5	8	6	3	8
Post-High	9	17	16	27	7	7	9	3
High School	37	34	63.75	48	22.5	46	43	30
*Total Families Serves	1,167	772	855	-	674	865	1,055	512
*Total Records Analyzed	1,078	619	770	688	582	720	738	426
High Schools with Agriculture	36	28	52	40	20	41	33	21
High Schools without Agriculture	33	62	13	11	5	18	11	4
AVTI's and Vocational Centers	15	11	20	10	1	10	5	3
Area (square miles)	14,129	28,568	10,815	6,253	3,696	5,980	4,337	3,733

* Total Records Analyzed are less than Total Families Served due to multiple operation ownerships.

Figure 2
AG COORDINATORS
(SEVEN, PLUS METRO)

CLEARTYPE COUNTY OUTLINE MINNESOTA

Scale of Miles



MAP NO. 221

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It is important that the system be understood in terms of the underlying linear H_2 and H_∞ norms. In fact, the H_2 norm is the L_2 norm of the system's impulse response, and the H_∞ norm is the maximum value of the system's frequency response. The H_2 norm is the square root of the trace of the system's controllability Gramian, and the H_∞ norm is the square root of the maximum eigenvalue of the system's controllability Gramian.

COUNTIES		1970-1979		1980-1989		1990-1999		2000-2009		2010-2019		2020-2029		2030-2039		2040-2049		2050-2059		2060-2069		2070-2079		2080-2089		2090-2099		2100-2109		2110-2119		2120-2129		2130-2139		2140-2149		2150-2159		2160-2169		2170-2179		2180-2189		2190-2199		2200-2209		2210-2219		2220-2229		2230-2239		2240-2249		2250-2259		2260-2269		2270-2279		2280-2289		2290-2299		2300-2309		2310-2319		2320-2329		2330-2339		2340-2349		2350-2359		2360-2369		2370-2379		2380-2389		2390-2399		2400-2409		2410-2419		2420-2429		2430-2439		2440-2449		2450-2459		2460-2469		2470-2479		2480-2489		2490-2499		2500-2509		2510-2519		2520-2529		2530-2539		2540-2549		2550-2559		2560-2569		2570-2579		2580-2589		2590-2599		2600-2609		2610-2619		2620-2629		2630-2639		2640-2649		2650-2659		2660-2669		2670-2679		2680-2689		2690-2699		2700-2709		2710-2719		2720-2729		2730-2739		2740-2749		2750-2759		2760-2769		2770-2779		2780-2789		2790-2799		2800-2809		2810-2819		2820-2829		2830-2839		2840-2849		2850-2859		2860-2869		2870-2879		2880-2889		2890-2899		2900-2909		2910-2919		2920-2929		2930-2939		2940-2949		2950-2959		2960-2969		2970-2979		2980-2989		2990-2999		3000-3009		3010-3019		3020-3029		3030-3039		3040-3049		3050-3059		3060-3069		3070-3079		3080-3089		3090-3099		3100-3109		3110-3119		3120-3129		3130-3139		3140-3149		3150-3159		3160-3169		3170-3179		3180-3189		3190-3199		3200-3209		3210-3219		3220-3229		3230-3239		3240-3249		3250-3259		3260-3269		3270-3279		3280-3289		3290-3299		3300-3309		3310-3319		3320-3329		3330-3339		3340-3349		3350-3359		3360-3369		3370-3379		3380-3389		3390-3399		3400-3409		3410-3419		3420-3429		3430-3439		3440-3449		3450-3459		3460-3469		3470-3479		3480-3489		3490-3499		3500-3509		3510-3519		3520-3529		3530-3539		3540-3549		3550-3559		3560-3569		3570-3579		3580-3589		3590-3599		3600-3609		3610-3619		3620-3629		3630-3639		3640-3649		3650-3659		3660-3669		3670-3679		3680-3689		3690-3699		3700-3709		3710-3719		3720-3729		3730-3739		3740-3749		3750-3759		3760-3769		3770-3779		3780-3789		3790-3799		3800-3809		3810-3819		3820-3829		3830-3839		3840-3849		3850-3859		3860-3869		3870-3879		3880-3889		3890-3899		3900-3909		3910-3919		3920-3929		3930-3939		3940-3949		3950-3959		3960-3969		3970-3979		3980-3989		3990-3999		4000-4009		4010-4019		4020-4029		4030-4039		4040-4049		4050-4059		4060-4069		4070-4079		4080-4089		4090-4099		4100-4109		4110-4119		4120-4129		4130-4139		4140-4149		4150-4159		4160-4169		4170-4179		4180-4189		4190-4199		4200-4209		4210-4219		4220-4229		4230-4239		4240-4249		4250-4259		4260-4269		4270-4279		4280-4289		4290-4299		4300-4309		4310-4319		4320-4329		4330-4339		4340-4349		4350-4359		4360-4369		4370-4379		4380-4389		4390-4399		4400-4409		4410-4419		4420-4429		4430-4439		4440-4449		4450-4459		4460-4469		4470-4479		4480-4489		4490-4499		4500-4509		4510-4519		4520-4529		4530-4539		4540-4549		4550-4559		4560-4569		4570-4579		4580-4589		4590-4599		4600-4609		4610-4619		4620-4629		4630-4639		4640-4649		4650-4659		4660-4669		4670-4679		4680-4689		4690-4699		4700-4709		4710-4719		4720-4729		4730-4739		4740-4749		4750-4759		4760-4769		4770-4779		4780-4789		4790-4799		4800-4809		4810-4819		4820-4829		4830-4839		4840-4849		4850-4859		4860-4869		4870-4879		4880-4889		4890-4899		4900-4909		4910-4919		4920-4929		4930-4939		4940-4949		4950-4959		4960-4969		4970-4979		4980-4989		4990-4999		5000-5009		5010-5019		5020-5029		5030-5039		5040-5049		5050-5059		5060-5069		5070-5079		5080-5089		5090-5099		5100-5109		5110-5119		5120-5129		5130-5139		5140-5149		5150-5159		5160-5169		5170-5179		5180-5189		5190-5199		5200-5209		5210-5219		5220-5229		5230-5239		5240-5249		5250-5259		5260-5269		5270-5279		5280-5289		5290-5299		5300-5309		5310-5319		5320-5329		5330-5339		5340-5349		5350-5359		5360-5369		5370-5379		5380-5389		5390-5399		5400-5409		5410-5419		5420-5429		5430-5439		5440-5449		5450-5459		5460-5469		5470-5479		5480-5489		5490-5499		5500-5509		5510-5519		5520-5529		5530-5539		5540-5549		5550-5559		5560-5569		5570-5579		5580-5589		5590-5599		5600-5609		5610-5619		5620-5629		5630-5639		5640-5649		5650-5659		5660-5669		5670-5679		5680-5689		5690-5699		5700-5709		5710-5719		5720-5729		5730-5739		5740-5749		5750-5759		5760-5769		5770-5779		5780-5789		5790-5799		5800-5809		5810-5819		5820-5829		5830-5839		5840-5849		5850-5859		5860-5869		5870-5879		5880-5889		5890-5899		5900-5909		5910-5919		5920-5929		5930-5939		5940-5949		5950-5959		5960-5969		5970-5979		5980-5989		5990-5999		6000-6009		6010-6019		6020-6029		6030-6039		6040-6049		6050-6059		6060-6069		6070-6079		6080-6089		6090-6099		6100-6109		6110-6119		6120-6129		6130-6139		6140-6149		6150-6159		6160-6169		6170-6179		6180-6189		6190-6199		6200-6209		6210-6219		6220-6229		6230-6239		6240-6249		6250-6259		6260-6269		6270-6279		6280-6289		6290-6299		6300-6309		6310-6319		6320-6329		6330-6339		6340-6349		6350-6359		6360-6369		6370-6379		6380-6389		6390-6399		6400-6409		6410-6419		6420-6429		6430-6439		6440-6449		6450-6459		6460-6469		6470-6479		6480-6489		6490-6499		6500-65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TABLE 5
COORDINATOR LOADS: ALTERNATIVE 1

	Thief River Falls	Staples	Willmar	St. Cloud	Jackson	Mankato	Winona	Metro
Total Agricultural Instructors	77	76.5	103	66.5	65	97	73	50.5
Adult	17	7.5	17.25	10	14.5	23.5	15	1
Veterans	14	20	14	10.5	10	7	10	0
Post-High	9	17	16	1	7	12	7	26
High School	37	32	55.75	45	33.5	54.5	41	23.5
High Schools with Agriculture	36	26	45	37	30	47	33	16
High Schools without Agriculture	33	62	11	7	12	14	9	9
AVTI's and Vocational Centers	15	10	18	7	4	11	5	5
Area (square miles)	14,129	28,044	9,575	6,198	5,639	6,602	5,119	2,820

TABLE 6
AREA AGRICULTURE COORDINATORS LOADS
ALTERNATIVES 2, 3, 4, AND 5

	TOTAL ÷ 7	TOTAL ÷ 6	TOTAL ÷ 5	TOTAL ÷ 4
Total Agricultural Instructors	86.9	101.4	121.7	152.1
Adult	15.1	17.6	21.1	26.4
Veterans	12.2	14.2	17.1	21.3
Post-High	13.5	15.8	19.0	23.7
High School	46.0	53.7	64.4	80.5
*Total Families Served	842.8	983.3	1180.0	1475.0
*Total Records Analyzed	803.0	936.8	1124.2	1405.2
Schools with Agriculture	38.2	44.6	53.6	67.0
Schools without Agriculture	22.4	26.1	31.4	39.2
AVTI's and Vocational Centers	10.7	12.5	15.0	18.7
Area (square miles)	11,324	13,211	15,854	19,817

* Total Records Analyzed are less than Total Families Served, due to multiple operation ownerships.

Figure 3

Scale of Miles

MAP NO. 221

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The part of this report that represents the present work is a preliminary study on the use of the above mentioned materials for planting poplar seedlings, planted in the industrial storage and collection systems without water pumps, near the Amazonian Mar. Co. Inc.

SEVEN AREAS, METRO, INCLUDED

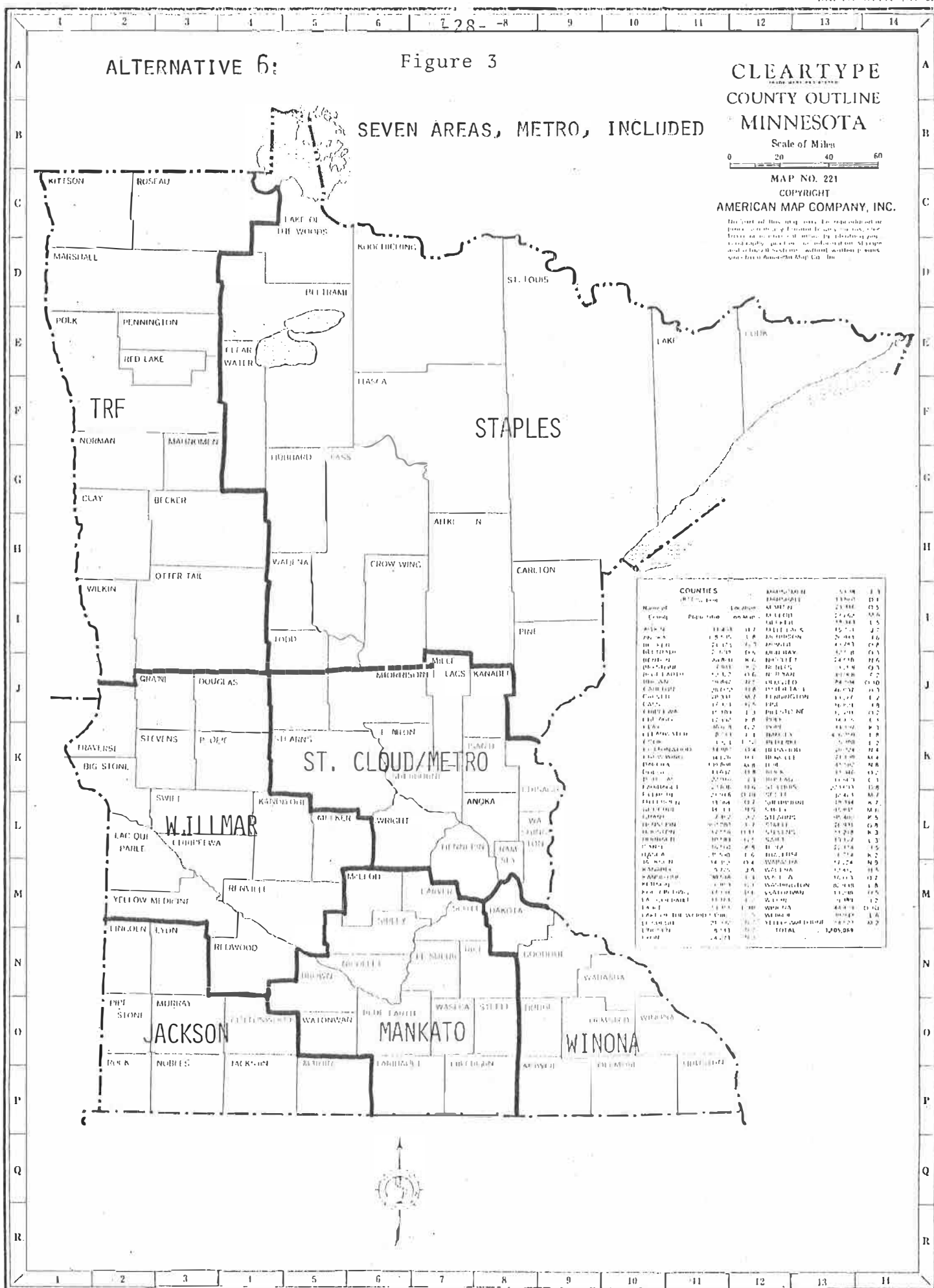


TABLE 7
COORDINATOR LOADS: ALTERNATIVE 6

	Thief	Staples	Willmar	St. Cloud (Metro)	Jackson	Mankato	Winona
Total Agricultural Instructors	77	76.5	103	101	65	105	79
Adult	17	7.5	17.25	10.5	14.5	24	15
Veterans	14	20	14	10.5	10	7	10
Post-High	9	17	16	27	7	12	7
High School	37	32	55.75	53	33.5	62	47
High Schools with Agriculture	36	26	45	42	30	53	36
High Schools without Agriculture	33	62	11	11	12	18	10
AVTI's and Vocational Centers	15	10	18	10	4	12	5
Area (square miles)	14,129	28,044	9,575	6,639	5,639	7,314	5,695

ALTERNATIVE 7:

Figure 4
SEVEN AREAS: DEVELOPMENT REGIONS
STATE OF MINNESOTA

DEVELOPMENT REGIONS WITH TVI LOCATIONS

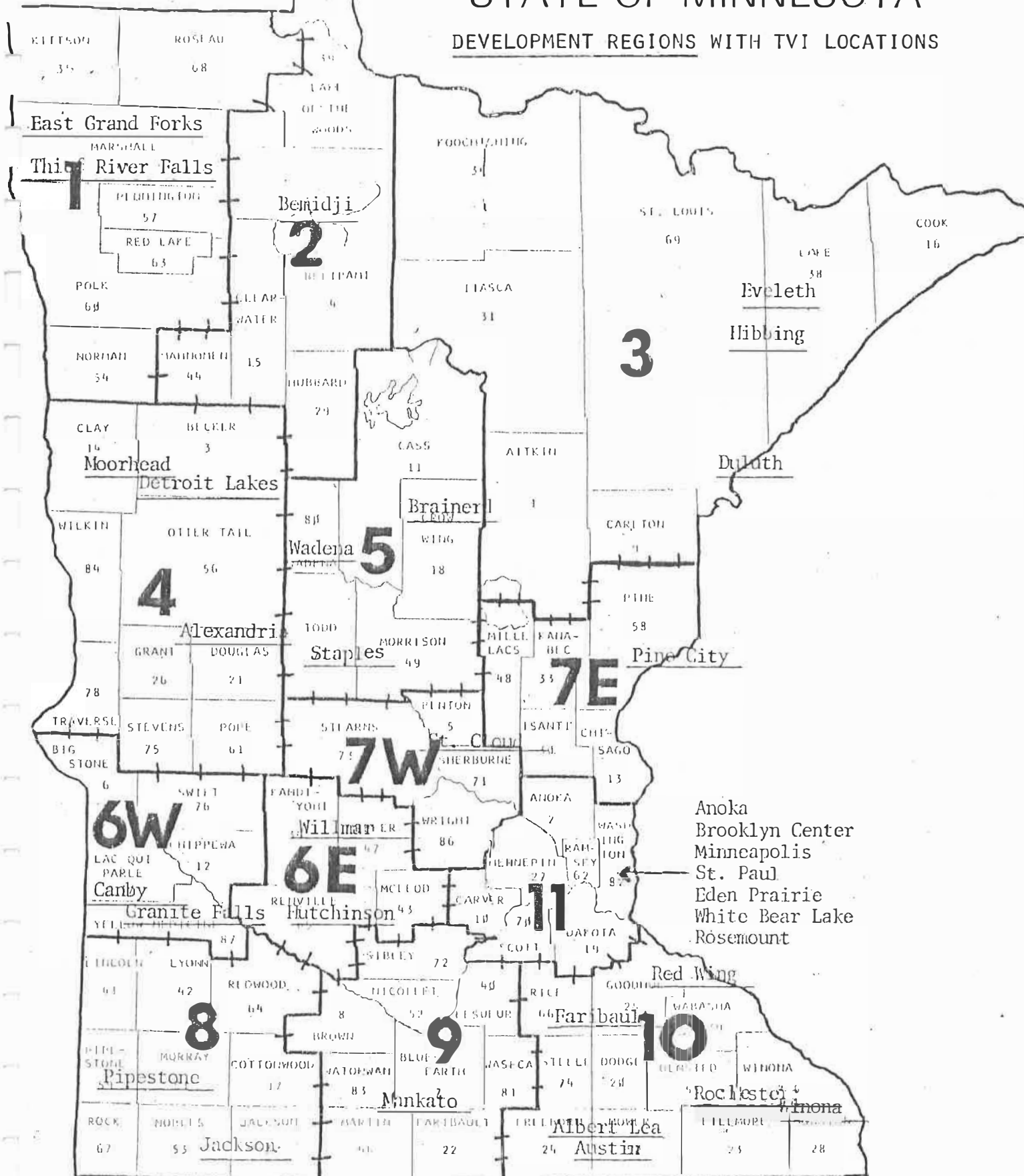


TABLE 8

COORDINATOR LOADS: ALTERNATIVE 7

	1-4	2-3-5	6E-6W	7E-7W-11	8	9	10
Total Agricultural Instructors	94	85.25	84	109.75	69	63	103
Adult	20	7.25	15.25	11.25	14.5	14.5	23
Veterans	17	23	11	8.5	10	5	11
Post-High	11	15	15	29	7	6	12
High School	46	40	42.75	61.5	37.5	37.5	57
High Schools with Agriculture	44	31	34	47	33	34	45
High Schools without Agriculture	37	59	6	21	8	14	12
AVTI's and Vocational Centers	20	9	14	13	4	7	8
Area (square miles)	16,554	29,868	6,201	9,034	5,810	5,064	6,741

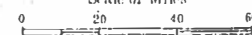
Figure 5

SIX, METRO INCLUDED

ALTERNATIVE 8:

CLEARTYPE
COUNTY OUTLINE
MINNESOTA

Scale of Miles



MAP NO. 221

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TABLE 9
COORDINATOR LOADS: ALTERNATIVE 8

	1	2	3	4	5	6
Total Agricultural Instructors	93	46.5	90	117	134	128
Adult	20	1.5	15.25	13.5	29	26.5
Veterans	17	11	13	12.5	16	12
Post-High	9	13	14	31	16	12
High School	43	21	47.75	60	73	77.5
High Schools with Agriculture	42	16	39	46	64	61
High Schools without Agriculture	41	53	12	12	20	19
AVTI's and Vocational Centers	18	5	15	13	15	9
Area (square miles)	20,821	22,360	8,436	7,834	10,772	8,884

ALTERNATIVE 9: MECC REGIONS: FIVE, PLUS METRO STATE OF MINNESOTA

DEVELOPMENT REGIONS WITH TVI LOCATIONS

(R2, R2, R4
NORTHWEST
(I) ↓

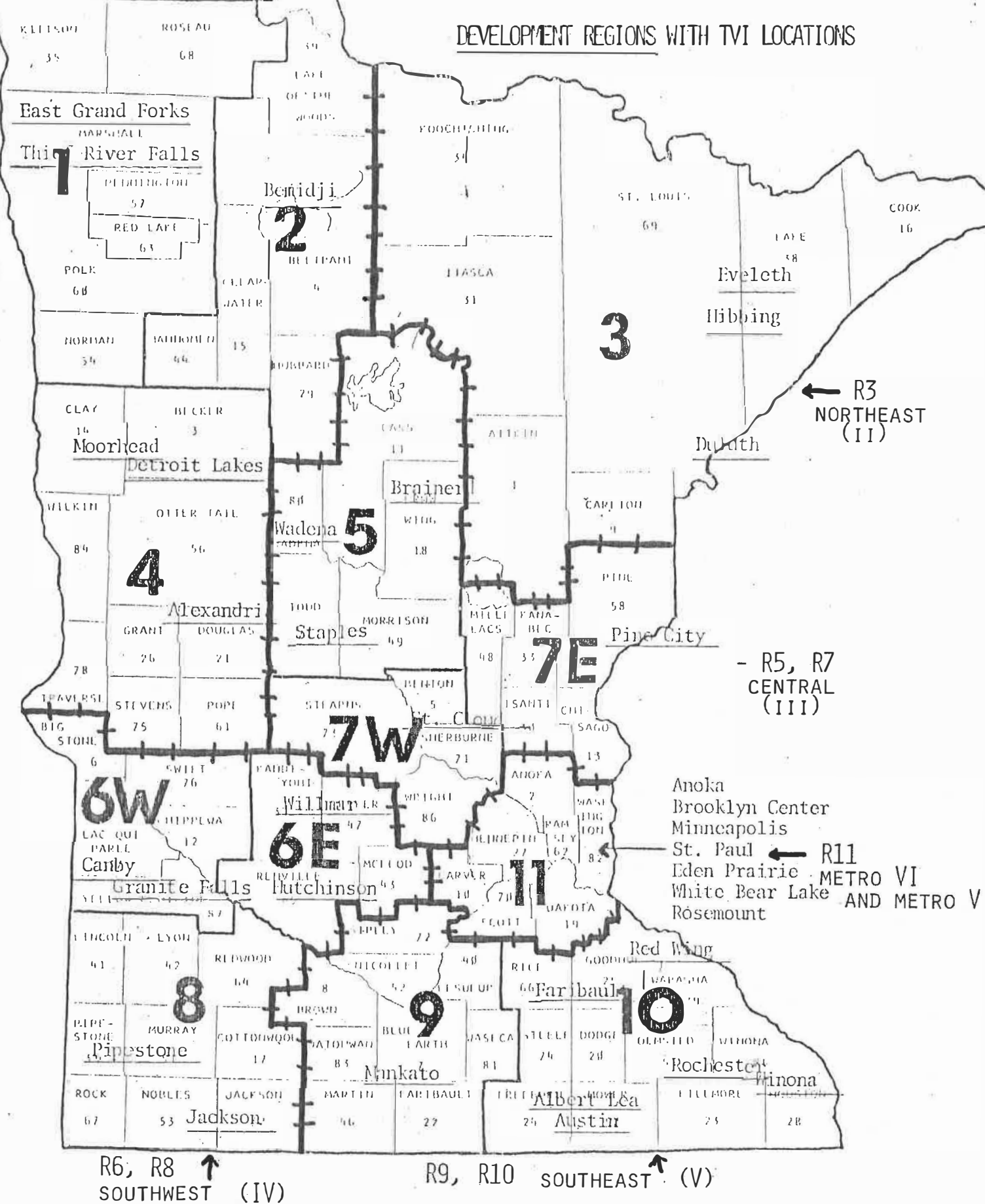


TABLE 10

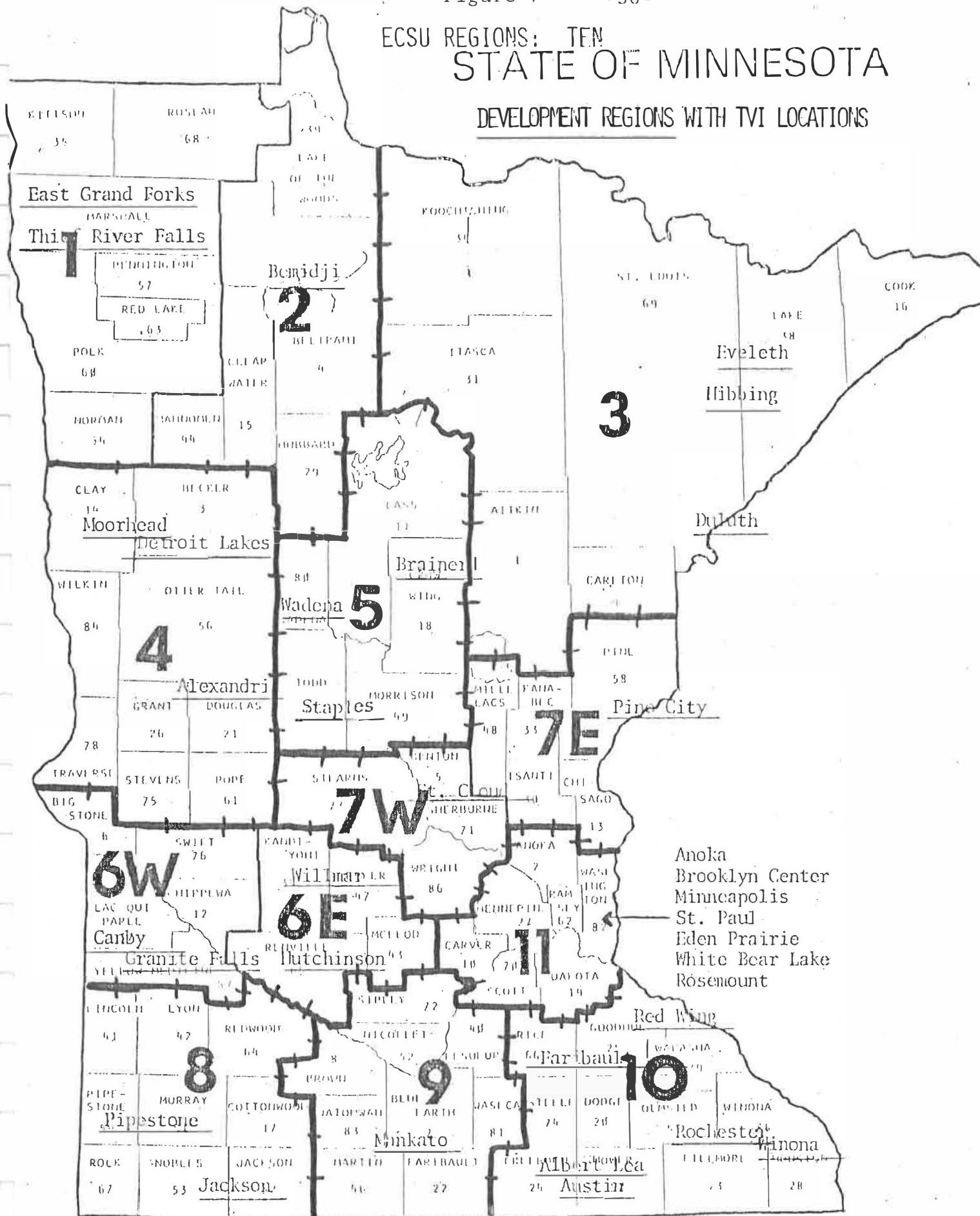
COORDINATOR LOADS: ALTERNATIVE 9: MECC REGIONS

	I Northwest (R1, R2, R4)	II Northeast (R3)	III Central (R5, R7E, R7W)	IV Southwest (R6E, R6W, R8)	V Southeast (R9, R10)	VI-VII Metro (R11)
Total Agricultural Instructors	107	25.25	106.75	153	166	50.5
Adult	22	.25	15.25	29.75	37.5	1
Veterans	23	8	17.5	21	16	0
Post-High	11	2	16	22	18	26
High School	51	15	58	80.25	94.5	23.5
High Schools with Agriculture	49	13	46	67	79	14
High Schools without Agriculture	46	36	24	14	26	9
AVTI's and Vocational Centers	21	2	14	18	15	5
Area (square miles)	22,873	17,953	11,812	12,020	11,805	2,820

REGIONS: TEN

STATE OF MINNESOTA

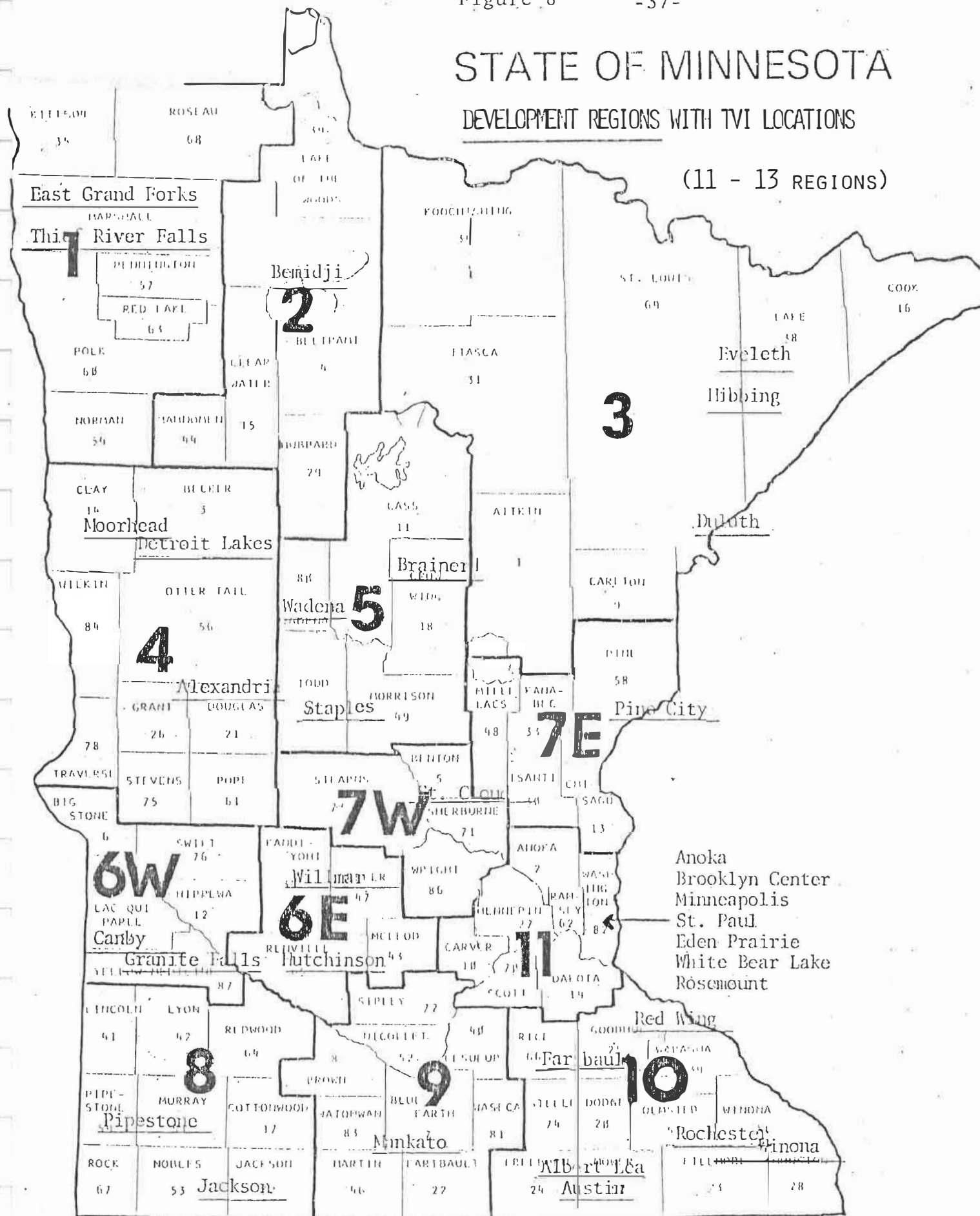
DEVELOPMENT REGIONS WITH TVI LOCATIONS



STATE OF MINNESOTA

DEVELOPMENT REGIONS WITH TVI LOCATIONS

(11 - 13 REGIONS)



4. EXHIBITS

- Exhibit 2 - Survey of Services to Users: Vo-Ag Educators
- Exhibit 3 - Survey of Services to Users: School District Administrators
- Exhibit 4 - Survey of Services to Users: Agribusiness and Industry
- Exhibit 5 - Survey of Services to Users: Farm Operators
- Exhibit 6 - Profile of Functions: Coordinators
- Exhibit 7 - Profile of Functions: AVTI Directors
- Exhibit 8 - Profile of Functions: Vo-Ag Educators - Overall
- Exhibit 9 - Minnesota Agriculture Coordinators: Services Provided
- Exhibit 10 - Minnesota Agriculture Coordinators: Services Provided
- Exhibit 11 - Advisory Committee Roster
- Exhibit 12 - Vo-Ag Coordinators Roster

EXHIBIT 2

MINNESOTA AREA AGRICULTURE COORDINATORS STUDY
SURVEY OF USERS OF SERVICES: VOCATIONAL-AGRICULTURE EDUCATORS

Currently there are Area Agriculture Coordinators operating through the area Vocational-Technical Institutes in the following communities: Thief River Falls, Staples, St. Cloud (Acting), Willmar, Mankato, Winona, Austin and Jackson.

Educational Management Services is conducting a study of the Area Agriculture Coordinators in Minnesota, which includes a survey of users of services provided by the Area Agriculture Coordinators. You, as a Vocational-Agriculture Educator, will help us a great deal by taking a few minutes to respond to this questionnaire. Thank you.

1. BACKGROUND:

- A. Your School District: _____
- B. Your Vocational-Agriculture Area (you may check more than one):

53.5% Secondary
11.0 Post-High
35.9 Adult

2. AVAILABILITY/UTILIZATION OF SERVICES:

- A. To what extent have you found available, used, and benefited from services provided by your Area Agriculture Coordinator, in the following areas?

Coordinator Services	Available?		Used?		Benefited?		
	Yes	No	Yes	No	Little	Some	Much
Planning Teaching Activities	83.8%	16.2%	71.5%	28.5%	41.1%	39.5%	19.4%
Innovations in Teaching	78.8	21.2	60.1	39.9	28.2	51.0	20.8
Planning New Facilities	73.5	26.5	34.2	65.8	40.8	35.2	24.0
Planning for Program Growth	86.0	14.0	68.5	31.5	21.8	45.2	33.0
Suggestions for greater Teaching Effectiveness	83.1	16.9	72.1	27.9	23.4	50.2	26.4
Teaching Materials	87.5	12.5	80.5	19.5	16.8	45.3	37.9
Increasing Knowledge of Farm Management	94.3	5.7	81.4	18.6	11.8	29.2	59.0
Program Articulation (Secondary/Post-High/Adult)	88.0	12.0	66.6	33.4	24.9	48.6	26.5
Workshops/Professional Improvement Courses	93.4	6.6	87.4	12.6	9.9	37.2	52.9
Opportunity to consult with a vo-ag educator who has no administrative authority over you	92.8	7.2	84.0	16.0	13.6	45.9	40.5
Interpretation of Farm Business Analysis	94.8	5.2	80.4	19.6	9.7	21.9	68.4
Other (please specify)							

- B. Would the Farm Records Analysis be effective without the Area Coordinator's Services?

8.9% Yes; 90.3 No

Why?

- C. What services would be helpful which are not currently provided by the Area Coordinator, and how can they be provided? (Please use opposite side of page if more room is needed)

3. AREAS OF CONCENTRATION/FINANCING:

- A. What percentage of the area Agriculture Coordinator's efforts should be concentrated in the following (you may indicate more than one; total of percentages should be 100%):

47.2 Adult; 26.1 Post-High; 32.0 High School; ___ All three equally.

- B. The area Agriculture Coordinator position should be financed by (you may check more than one):

21.1 Area Vocational-Technical Institute (Local Districts)
53.1 Minnesota Department of Education
5.3 University of Minnesota
1.2 Other (Please specify) _____
19.3 Combination of above

EXHIBIT 3
MINNESOTA AREA AGRICULTURE COORDINATORS STUDY
SURVEY OF USERS OF SERVICES: SCHOOL DISTRICT ADMINISTRATORS

Currently there are Area Agriculture Coordinators operating through the area Vocational-Technical Institutes in the following communities: Thief River Falls, Staples, St. Cloud (Acting), Willmar, Mankato, Winona, Austin and Jackson.

Educational Management Services is conducting a study of the Area Agriculture Coordinators in Minnesota, which includes a survey of users of services provided by the Area Agriculture Coordinators. You, as a School District Administrator, will help us a great deal by taking a few minutes to respond to this questionnaire. Thank you.

1. BACKGROUND:

- A. Your School District: _____
- B. How many years have you been in this School District? 10.5
- C. Number of Vocational-Agriculture Instructors in your District:
1.3 Secondary 1.6 Adult 3.8 Post-Secondary
- D. Do you have an Area Agriculture Coordinator in your District? 51.9% Yes; 48.1% No
- E. How extensively have you worked with the Area Agriculture Coordinator in your area?
25.0% very much; 43.8% some; 31.2% little

2. AVAILABILITY/UTILIZATION OF SERVICES

- A. To what extent have you found available, used, and benefited from services provided by your Area Agriculture Coordinator, in the following areas?

<u>Coordinator Services</u>	<u>Available?</u>		<u>Used?</u>		<u>Benefited?</u>		
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Little</u>	<u>Some</u>	<u>Much</u>
Initiating/Developing New Vo-Ag Programs	97.4	2.6	72.5	27.5	20.0	34.3	45.7
Planning New Facilities	89.7	5.7	27.5	72.5	60.1	26.1	13.8
Planning for Program Growth:							
- Adult Farm Management	97.4	2.6	87.5	12.5	10.8	43.3	45.9
- Veterans Farm Program	94.4	5.6	66.6	33.4	28.1	28.1	43.8
- High School	86.5	13.5	59.0	41.0	36.7	46.7	16.6
- Post Secondary	92.3	7.7	45.2	54.8	54.5	27.3	18.2
Recruiting/Evaluating/Locating Available Vo-Ag Instructors	89.7	10.3	55.8	44.2	43.8	21.9	34.3
Program Articulation (Secondary/Post High/Adult)	94.3	5.7	60.5	39.5	33.3	53.3	13.4
Workshops/Professional Improvement Courses	91.2	8.8	62.2	37.8	41.4	27.6	31.0
Consultations with School Board Members and/or Advisory Council Members	94.4	5.6	55.3	44.7	51.7	27.6	20.7
Consultations with School District Administrators	97.4	2.6	75.0	25.0	30.3	48.5	21.2
Other (Please specify) _____							

- B. What services in areas of vocational agriculture would be helpful which are not currently provided by the Area Coordinator, and how can they be provided? (Please use opposite side of page if more room is needed)

3. AREAS OF CONCENTRATION/FINANCING:

- A. What percentage of the area Agriculture Coordinator's efforts should be concentrated in the following? (You may indicate more than one; total of percentages should be 100%):
44.8 Adult; 28.9 Post-High; 33.4 High School; _____ All three equally.
- B. The area Agriculture Coordinator position should be financed by (you may indicate more than one; total of percentages should be 100%):
Per Cent of Total
57.8 Area Vocational-Technical Institute (Participating Local Districts)
76.4 Minnesota Department of Education
41.6 University of Minnesota
 _____ Other (Please specify) _____

EXHIBIT 4

MINNESOTA AREA AGRICULTURE COORDINATORS STUDY
SURVEY OF USERS OF SERVICES: AGRIBUSINESS AND INDUSTRY

Currently there are Area Agriculture Coordinators operating through the area Vocational-Technical Institutes in the following communities: Thief River Falls, Staples, St. Cloud (Acting), Willmar, Mankato, Winona, Austin, and Jackson. One of the major areas of their work includes the operation and coordination of Adult Farm Management Programs, through local vocational-agriculture instructors and a Regional Analysis Center.

Educational Management Services is conducting a study of the area Agriculture Coordinators in Minnesota, which includes a survey of users of services provided by the Area Agriculture Coordinators and vocational-agriculture instructors. You, as a person in Agribusiness or Industry, will help us a great deal by taking a few minutes now to respond to this questionnaire, and returning it in the self-addressed, postage-paid envelope attached. Thank you.

1. BACKGROUND:

- A. Your Community _____
- B. How many years have you been in an agribusiness or industry served by Minnesota Vocational-Agriculture education? 16.7

2. AVAILABILITY/UTILIZATION OF SERVICES:

- A. To what extent have you found available, used, and benefited from services provided by your Area Agriculture Coordinator and/or Vocational-Agriculture instructors in the following areas:

	<u>Available?</u>		<u>Used?</u>		<u>Benefited?</u>		
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Little</u>	<u>Some</u>	<u>Much</u>
• Information on farm management (e.g. from average books)	<u>100%</u>	<u>0%</u>	<u>92.0%</u>	<u>8.0%</u>	<u>5.0%</u>	<u>17.5%</u>	<u>77.5%</u>
• Farm Business Analyses in making decisions to extend credit to clients	<u>94.7</u>	<u>5.3</u>	<u>75.0</u>	<u>25.0</u>	<u>13.8</u>	<u>44.8</u>	<u>41.4</u>
• Conferences with Area Agriculture Coordinator or Vocational-Agriculture Instructor	<u>95.8</u>	<u>4.2</u>	<u>89.6</u>	<u>10.4</u>	<u>11.1</u>	<u>28.9</u>	<u>60.0</u>
• Other (please specify): _____							

- B. Do you believe that the farm business management classes conducted in your community have a positive monetary effect on your community?

96.8% Yes; 1.6% No; 1.6% Don't know

- C. Do you think that the information provided by the farm business management program is valid? 100% Yes; 0% No

- D. Is farm management data for your clients available to you from sources other than vocational-agriculture that are as current and relevant?

45.8% Yes; 54.2% No

- E. Would the Farm Records Analysis be effective without the services of the Area Agriculture Coordinator? 1.9% Yes; 73.1 No; 25.0 Don't know

- F. What services would be helpful which are not currently provided by the Area Coordinator and/or vocational-agriculture instructor and how can they be provided? (Please use opposite side of page if more room is needed.)

EXHIBIT 5

MINNESOTA AREA AGRICULTURE COORDINATORS STUDY
SURVEY OF USERS OF SERVICES: FARM OPERATORS

Currently there are Area Agriculture Coordinators operating through the area Vocational-Technical Institutes in the following communities: Thief River Falls, Staples, St. Cloud (Acting), Willmar, Mankato, Winona, Austin, and Jackson. One of the major areas of their work includes the operation and coordination of Adult Farm Management Programs, through local vocational-agriculture instructors and a Regional Analysis Center.

Educational Management Services is conducting a study of the Area Agriculture Coordinators in Minnesota, which includes a survey of users of services provided by the Area Agriculture Coordinators. You, as a Farm Operator, will help us a great deal by taking a few minutes now to respond to this questionnaire, and returning it in the self-addressed, postage-paid envelope attached. Thank you.

1. BACKGROUND:

- A. Your School District: _____
- B. How many years have you been:
- A Farm Operator? 18.8
 - Enrolled in an Adult Farm Management Program? 10.9
- C. Are you currently enrolled in a Farm Management Program? 95.0% Yes; 5.0% No

2. AVAILABILITY/UTILIZATION OF FARM MANAGEMENT PROGRAMS:

- A. To what extent have you used and benefited from farm management analysis and information provided by the Area Agriculture Coordinator and/or the vocational-agriculture instructors in the following areas:

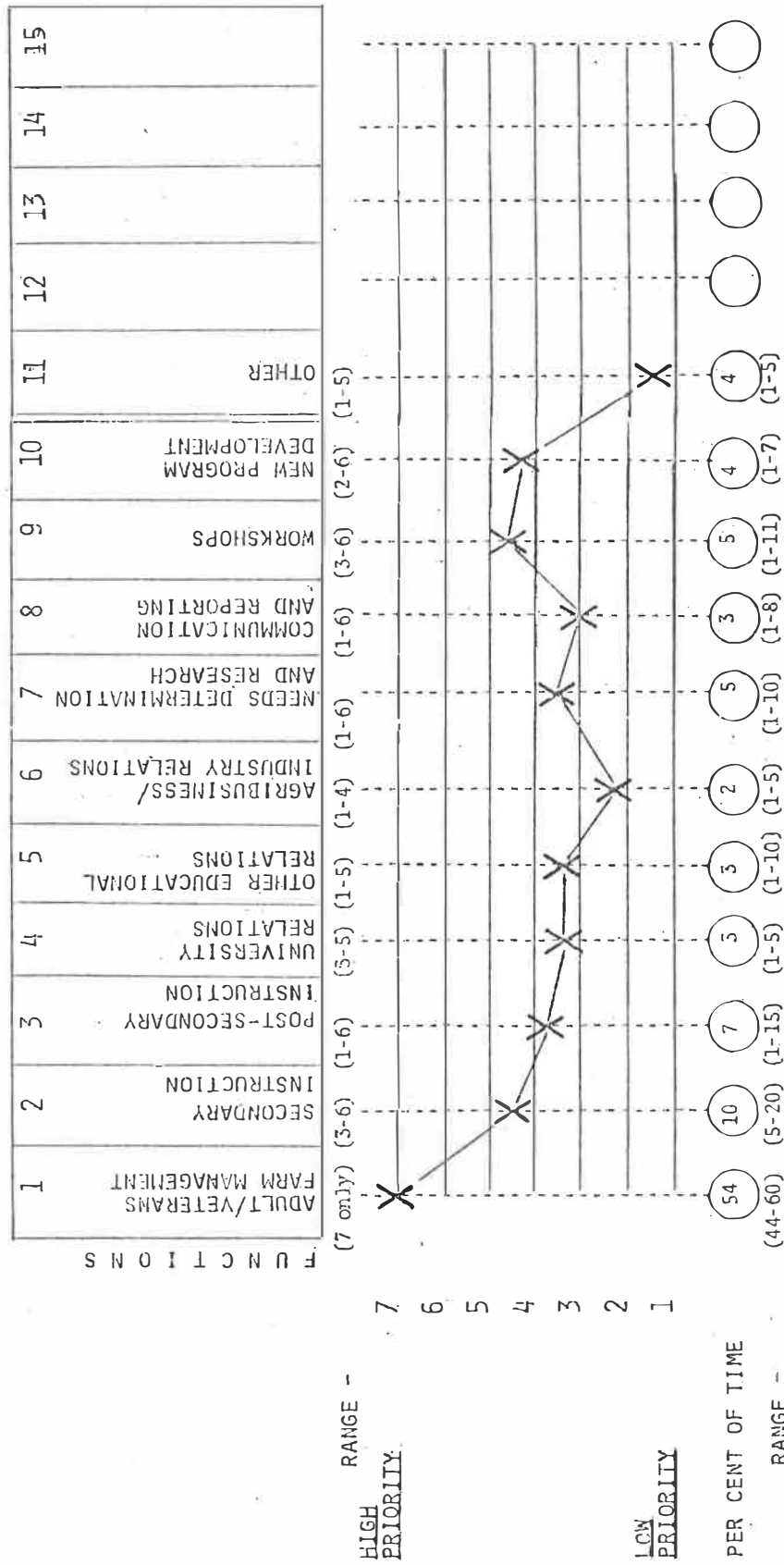
<u>Areas of Information</u>	<u>Used?</u>		<u>Benefited?</u>		
	<u>Yes</u>	<u>No</u>	<u>Little</u>	<u>Some</u>	<u>Much</u>
• Making plans and decisions in Farm Management	<u>100.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>18.8%</u>	<u>81.2%</u>
• Obtaining credit	<u>68.7</u>	<u>31.3</u>	<u>16.3</u>	<u>44.9</u>	<u>38.8</u>
• Income Tax Planning	<u>94.3</u>	<u>5.7</u>	<u>12.5</u>	<u>14.1</u>	<u>73.4</u>
• Sharing farm management practices with other farm operators	<u>97.2</u>	<u>2.8</u>	<u>4.5</u>	<u>50.0</u>	<u>45.5</u>
• Other (please specify): _____					

- B. Is farm management analysis data provided by Minnesota vocational-agriculture educators received by you in time to make necessary decisions?
92.9% Yes; 7.1% No
- C. Is farm management data based on your farm records available from sources other than vocational-agriculture as current and relevant? 25.0% Yes; 75.0% No
- D. Do you think there will be a time while you are operating a farm when you will no longer need adult farm management education programs? 9.5% Yes; 90.5% No
- E. Would the Farm Records Analysis be effective without the services of the Area Agriculture Coordinator?
0% Yes; 94.5% No; 5.5% Don't know
- F. What services from vocational-agriculture instructors would be helpful which are not currently provided, and how can they be provided? (Please use opposite side of page if more room is needed.)

MINNESOTA AGRICULTURE COORDINATORS

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PROFILE OF FUNCTIONS: PRIORITY AND TIME DESIGNATIONS



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EDUCATIONAL MANAGEMENT SERVICES, INC.
4510 WEST 77TH STREET, SUITE 150
MINNEAPOLIS, MINNESOTA 55435
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MINNESOTA AGRICULTURE COORDINATORS
PROFILE OF FUNCTIONS: PRIORITY AND TIME DESIGNATIONS

EXHIBIT 7

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ADULT/VETERANS FARM MANAGEMENT	SECONDARY INSTRUCTION	POST-SECONDARY INSTRUCTION	UNIVERSITY RELATIONS	OTHER EDUCATIONAL RELATIONS	AGRI-BUSINESS/ INDUSTRY RELATIONS	NEEDS DETERMINATION AND RESEARCH	COMMUNICATION AND REPORTING	WORKSHOPS	NEW PROGRAM DEVELOPMENT	OTHER				

F U N C T I O N S

RANGE -

HIGH
PRIORITY

7
6
5
4
3
2
1

LOW
PRIORITY

PER CENT OF TIME

RANGE -
POSITION PROFILED:

PROFILER'S NAME: AVTI DIRECTORS

DATE:

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100% TOTAL

V9-AG EDUCATORS
-OVERALL-
EXHIBIT 8

MINNESOTA AGRICULTURE COORDINATORS

- OVERALL -

PROFILE OF FUNCTIONS: PRIORITY AND TIME DESIGNATIONS

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ADULT/VETERANS FARM MANAGEMENT	SECONDARY INSTRUCTION	POST-SECONDARY INSTRUCTION	UNIVERSITY RELATIONS	OTHER EDUCATIONAL RELATIONS	AGRI-BUSINESS/ INDUSTRY RELATIONS	NEEDS DETERMINATION AND RESEARCH	COMMUNICATION AND REPORTING	WORKSHOPS	NEW PROGRAM DEVELOPMENT	OTHER				

FUNCTIONS

HIGH
PRIORITY

7

6

5

4

3

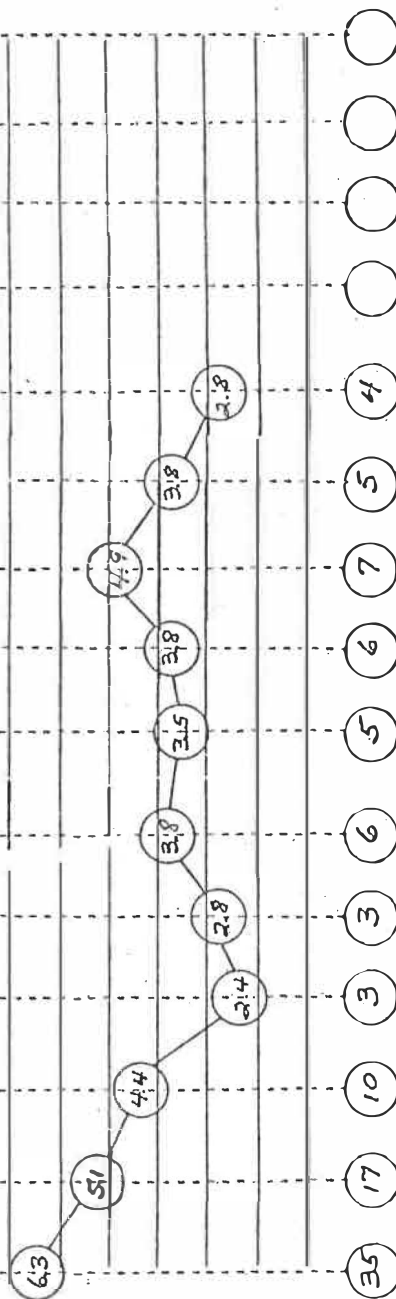
2

1

LOW
PRIORITY

PER CENT OF TIME

100% TOTAL



POSITION PROFILED: _____

PROFILER'S NAME: _____

DATE: _____

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EXHIBIT 9

MINNESOTA AGRICULTURE COORDINATORS: SERVICES PROVIDED

NAME	GOALS OBJECTIVES	ACTIVITIES	TIME ALLOCATION (Weeks/Year)	POPULATION(S) SERVED	NUMBERS SERVED
	Develop methods to help Farm Management and Vets Ag Instructors do their job easier and better and implement changes	In-Service Workshops, individual instruction	8 weeks	Farm Management & Vets Ag Instructors	30 Instructors
	Develop new Farm Management and Coop. Instructor units	Contact schools and appear at board meetings	4 weeks	School Administrators & boards, and Farm Management & Vets Ag Instructors	Fergus Falls, Underwood, Frazee, Perham, Roscoe, Warroad, Ada, Souda, Deer Creek, Hanning, Battle Lake, Halstad, New York Mills, Gary, Hannum, Hubbard, Grove, Newfolds, Middle River
	Develop Community College Ag curriculum & implement	Contact Fergus Falls & Northland Community Colleges	2 weeks	Graduating students in areas served by these two colleges	2 colleges
	Coordinate & direct Vo Ag Farm Management analysis	Direct center at Thief River Falls & 8 satellites at Climax, Fertile, Fosston, Detroit Lakes, Hawley, Barnesville, Pelican Rapids, and Fergus Falls. Train new satellite operation at Roseau.	16 weeks	Farmers in Northwestern Minnesota	1200
	Continue the development & make operative the new monthly mail-in analysis program	Involve user farmers & instructors work with Dr. Persons & computer center Please Return To: Fred C. McCormick Educational Management Services, Inc., 4510 West 7th Street, Suite 150 Minneapolis, Minnesota 55435 (612) 831-1819	5 weeks	Farmers in Minnesota	20% of total users

EXHIBIT 10

MINNESOTA AGRICULTURE COORDINATORS: SERVICES PROVIDED

NAME _____

GOALS/OBJECTIVES	ACTIVITIES	TIME ALLOCATION (Weeks/Year)	POPULATION (S) SERVED	NUMBERS SERVED
Prepare and update instructional materials in farm management.	Update data. Work with instructors. Work with credit agencies. Make presentations to farm groups.	3 weeks	Adult teachers Bankers and other credit people Farm families	21 20 1,000
Assist other coordinators to evaluate farm management and veteran programs in farm management.	Interview teachers. Teach classes for instructors.	1/2 week	Veterans on farm Instructors	5
Develop an improved attitude toward AVTI's on the part of secondary teachers and counsellors.	Personal interviews with teachers and counsellors. Group meetings of teachers.	2 weeks	All high-school teachers	42
Assist high-school instructors in up-dating course materials.	Materials exchange days. Distributing up-to-date and high quality materials to teachers for their use.	2 weeks	High-school teachers AVTI instructors	48
Offer leadership for a quality beef program in the area.	Arrange for farmer meetings. Help to select the speakers. Help arrange for field-days.	2 weeks	All instructors	69
Operate and coordinate Farm Management program in the area.	Supervise clerical staff. Work with adult teachers. Work with computer staff. Work with other coordinators, U. of M. personnel and State Dept. of Ed. staff. Please Return to: Fred C. McCormick Educational Management Services, Inc. 4510 West 77th Street, Suite 150 Minneapolis, Minnesota 55435 (612) 831-1819	30 weeks	All instructors U. of M. State staff	80

EXHIBIT 10 (Continued)

MINNESOTA AGRICULTURE COORDINATORS: SERVICES PROVIDED

NAME	GOALS/OBJECTIVES	ACTIVITIES	TIME ALLOCATION (Weeks/Year)	POPULATION(S) SERVED	NUMBERS SERVED
	Orient new teachers in the area to activities and instructional work.	Personal visits with teachers. New teacher class sessions.	2 weeks	Teachers new to the area	13
	Work toward increased enrollment in Vo-Ag programs.	Help teachers plan up-to-date programs. Use semester and quarter schedules. Increase use of mechanical and natural resource classes and agribusiness courses.	1 week	Secondary teachers	42
	Encourage professional improvement.	Off-campus courses. Workshops. Group teacher meetings.	1 week	All teachers	69
	Promote effectiveness of F.F.A. contests and shows.	Southern Minnesota and F.F.A. Show. National Barrow Show. Spring Barrow Show. National Lamb Show.	1½ weeks	All secondary teachers	42
	Promote careers in Agriculture.	Talk to advanced Ag. classes about Jr. College, Ag. College and Voc. Schools	1 week	All secondary teachers	42

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4510 West 77th Street, Suite 150
Minneapolis, Minnesota 55435
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STATE AREA AGRICULTURE COORDINATORS STUDY

EXHIBIT 11

ADVISORY COMMITTEE

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Rogers, MN 55374
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Dealers Association)
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Senator, 9th District
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