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Educational Procedures In This Development Of Agricultural Cooperatives At The Sabine Farms, Harrison County, Texas

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EDUCATIONAL PROCEDURES IN THE
DEVELOPMENT OF AGRICULTURAL
COOPERATIVES AT THE SABINE FARMS,
HARRISON COUNTY, TEXAS

.....

TAYLOR

1949

EDUCATIONAL PROCEDURES IN THE DEVELOPMENT OF AGRICULTURAL COOPERATIVES
AT THE
SABINE FARMS, HARRISON COUNTY, TEXAS

By

B. J. Hammond Taylor, Jr.

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Science

In The

Graduate Division

of

Prairie View Agricultural and Mechanical College
Prairie View, Texas

August, 1949

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ACKNOWLEDGMENT

DEDICATION

This thesis is dedicated to my devoted wife, sons, and daughter who have been my constant source of inspiration.

To Dr. R.M. Morris, Prairie View A & M College, the writer is also grateful for the guidance given him in the completion of this work.

BIOGRAPHICAL SKETCH OF AUTHOR

R. F. Hammond Taylor, Jr. was born in Bastrop, Texas, January 3, 1906. He was the youngest of the four sons and the fifth child of the six children of Benjamin Johnson and Leona Taylor.

The author received his elementary and high school education at Mills High School, Bastrop, Texas. In September, 1926 he began his college career at Prairie View State Normal and Industrial College, Prairie View, Texas. He studied at

ACKNOWLEDGEMENT

this institution for four consecutive years, and he was awarded

The writer wishes to express his appreciation to Mr. C.R. Robinson, Supervisor of the Sabine Farms, and the Manager of the Sabine Farms Cooperatives for their valuable assistance in securing data for this thesis.

To Dr. E.M. Norris, Prairie View A & M College, the writer is also grateful for the guidance given him in the completion of this work.

fields of Agricultural Education and Agricultural Economics.

He taught Vocational Agriculture in the public schools of Washington, Texas for twelve years, 1930 - 1942; served as principal of the Henley Hill School, Somerville, Texas for one year, 1942-1943, during this time he also taught Vocational Agriculture. From July 1, 1943 to December 31, 1946 the author taught Vocational Agriculture at the John M. Moore Training School, Bryan, Texas. At present, he is teaching Vocational Agriculture in the George Washington Carver High School, Karnack, Texas.

BIOGRAPHICAL SKETCH OF AUTHOR

B. J. Hammond Taylor, Jr. was born in Bastrop, Texas, January 6, 1906. He was the youngest of the four sons and the fifth child of the six children of Benjamin Johnson and Lenora Taylor.

The author received his elementary and high school education at Emile High School, Bastrop, Texas. In September, 1926 he began his college career at Prairie View State Normal and Industrial College, Prairie View, Texas. He studied at this institution for four consecutive years, and he was awarded the degree of Bachelor of Science in Agriculture from Prairie View College in May, 1930.

The author began his graduate study in June, 1940 and has completed more than forty-five hours of graduate work in the fields of Agricultural Education and Agricultural Economics.

He taught Vocational Agriculture in the public schools of Washington, Texas for twelve years, 1930 - 1942; served as principal of the Henley Hill School, Somerville, Texas for one year, 1942-1943, during this time he also taught Vocational Agriculture. From July 1, 1943 to December 31, 1946 the author taught Vocational Agriculture at the John M. Moore Training School, Bryan, Texas. At present, he is teaching Vocational Agriculture in the George Washington Carver High School, Karnack, Texas.

The author was married to Mrs. Ruth M. Jackson of Bastrop County, Texas, February 1, 1948. A daughter, Ruth Lenora, was born to this couple December 12, 1948. The writer has two stepsons by his present marriage, John Irvin and Willis Everett Taylor.

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CHAPTER I

INTRODUCTION

Purposes of the Study

The purposes of this study are, first, to determine the educational procedures involved in the organization of the Sabine Farms Agricultural Cooperatives, and second, to present certain facts that may be applied to similiar situations in other communities where there is a possibility of the organization of agricultural cooperatives through educational procedures in such channels as creating desires on the part of farmers to work cooperatively for increased economic, social, and educational advantages. It is hoped that professional agricultural leaders as well as laymen will find this information practical and helpful.

Statement of the Problem

Under the present economic conditions in America it is a fundamental principle that successful business organization among farmers must be founded for those enterprises engaged in by the farmers. Up to the present time, it has not been a general, but rather, it has been a rare practice for the average or small farmers to organize themselves for business purposes. One cannot say why this laxity exists ---the rarity of the organization of farmers for economic purposes. Whether the farmers are lazy, lack information

as to the importance of such organizations, or whether the farmers do not have the necessary guiding forces in the form of information or individuals cannot be determined. At any rate the problem exists. A solution for this problem is gravely needed.

Scope, Sources, and Methods of Obtaining Data

In this paper the writer is concerned with the Sabine Farms Cooperatives only. The materials used in compiling this work were obtained from the W. R. Banks Library, Consumers Cooperative Association, Cooperative League of the United States of America, Cooperative Publishers Association, the Organization and Cooperative Marketing Specialist of the Texas Agricultural and Mechanical College Extension Service, National Cooperative Incorporated, and numerous inquiry forms carried to the Supervisor of the Sabine Farms and to the Manager of the Sabine Farms Agricultural Cooperatives.

General Principles Pertaining to Cooperatives

There are general principles which apply to farmers' cooperatives that should be taken into consideration before organization is attempted. First of all, it is fundamental that the unit of organization formed for the cooperative efforts of farmers lie in a relatively small area, i.e., a local community, because the farmers in the average community do not have, on the whole, sufficient transportation for

traveling long distances to meetings. The members must be well acquainted with each other, their aims must be similar, and they must be engaged in similar types of farming, if they are to succeed when associated with one another. It is equally important that the organization be a stable one, however, none of the farmers should be discriminated against. The frequent passing of farm land from one hand to another most certainly operates against the cooperative movement in the average Texas community.

The reason for a cooperative organization among farmers must lie in some vital service which it is expected to perform, if it is to have vitality enough to live in the face of the competition to which every new farmers' organization is subjected. A farmers' business organization cannot be formed without competing with agencies that are already formed. In many cases, when organizing cooperatives among farmers, both the teacher of vocational agriculture or the sponsor of the organization will be viciously attacked by its competitors; insidious suspicions of all kinds which are apt to influence the average farmer will be circularized regarding it. Since this is true, the organization is likely to fail at the very start in face of fire which it will have to meet, unless it is founded on the bed rock of necessity. Among farmers who are already prosperous under existing conditions, the need of a business organization is not usually felt, even when the cost of marketing and the extravagant profits of the middlemen or the railroads might be

greatly reduced. They must feel the pressure of need before they can launch a successful cooperative. When the farmers can buy their supplies at reasonable prices and sell their products readily at a profit, they usually do not feel the necessity of organization. It has been proved in the past that the farmers must feel the need of getting together to meet a crisis in their affairs before cooperative action will be taken. This realization must spring from within and not be forced on the farmers from without by the teacher of agriculture county agent, or any other community leader. American agriculture is strewn with the wreckages of cooperatives that were the outcomes of high motives and impractical enthusiasm. It will continue to be filled with derelict cooperatives as long as they are formed by professional community leaders or by impractical farmers who affiliate to fight some evil but who fail to organize on a broad, constructive basis of need. To unite successfully, a group of farmers in the past have had to feel the effect of hard times or oppression from some other source. In short, if a cooperative organization is to be successful, the investments of the farmers must be threatened by existing social and economic conditions before they can overcome individualism sufficiently enough to develop a fraternal spirit that is strong enough to pull them together in cooperative team work. The point of view of the farmer is gradually being adjusted by scientific education and experience. In time the farmers will become more united in

cooperative efforts with their neighbors to bring about better farming conditions, better business methods, and a richer rural life.

The producers organization should be composed exclusively of farmers who are acquainted with each other. If the organization includes individuals with whom the farmers have business relations but who are not producers themselves, there is a danger of losing its distinctive farmers' cooperative features and the duration of its existence is problematical. In many cases, farmers' organizations are formed by local businessmen who have no desire to share in immediate profits but whose sole desire is to promote the cooperative method in order to bring about a better condition among the farmers. Organizations which are formed in this way may help a local situation temporarily, but it is unwise for a group of farmers to place themselves in a position in which a marketing, financial, or any other agency can determine its policy or control its management. It has been the experience of the successful farmers' business organization that its policies, management, voting power, and the direction of its business operations must rest exclusively in the hands of the producers, otherwise the organization is likely to fall into the control of those whose interest lies in the dividends of the capital stock, rather than in a desire to improve the condition of the farmers by the distribution and sale of crops or the purchase of supplies along cooperative lines. It is therefore fundamental that the control of membership in an organization of farmers be fixed by rules legally laid down by the

directors of the organization rather than rest upon the mood of the individual members or rules that have no legal basis.

As a general principle, the most desirable form of organization is the industrial democracy type in which each member has an equal voice in the management and shares proportionally in the benefits and risks with every other member. This type of organization, like the different divisions of the American government, is founded on equality in the rights and responsibilities of membership. The basis of the organization is the individual member, a number of whom have joined together to accomplish a mutually common purpose. This is very different from the principles of stock corporations which are formed for pecuniary profits. In the latter, the responsibility, voting power, and the profits of the members are proportional to the amount of capital that is invested by each. In the stock corporation, capital is the basis of its organization and of its control. The object of the organization is to serve the members and to distribute the earnings on the basis of the membership's business.

The "one man, one vote" principle, is not always adapted to agricultural cooperatives in which the amounts of farm products contributed by the members vary widely. In such cases, the voting power, the property rights, and the interests of each member may be unequal. In this case, each member contributes to the investment in the proportion that his products bear to

the total amount of products handled by the organization or in the proportion that his acreage bears to the total acreage. Under these conditions, the voting power, the property rights, and the interest of each member may be in proportion to such contributions or in proportion that the acreage of each member bears to the total acreage which contributes to the agricultural organization. Among the many advocates of the cooperative movement, the "one man, one vote" idea is held as a sacred fundamental principle to which there should be no exceptions. It is an application of an ideal democratic principle to business transactions.

It is a fundamental principle that the members of a farmers' cooperative be held together by a contract or by a binding provision in the by-laws. This provision or agreement should be signed by every member. Voluntary membership is suicidal to a cooperative business organization. Success in a cooperative movement depends, in the final analysis, on the steadfastness and cooperation of the members. Their support must be in the nature of a strong conviction that the cooperative principle as a business principle is right, and their faith and loyalty must be strong enough to hold them together in the face of temporary adversities or the insidious efforts of the opponents of the cooperative method who may disrupt the system. Without loyal supporters, neither a board of directors nor the business manager can succeed in the development of an efficient business organization.

Cooperatives as stated in an inquiry form created by the

CHAPTER II

PRESENTATION AND ANALYSIS OF DATA

Purposes and Objectives of the Cooperatives

In 1921 when the Texas Legislature passed the Cooperative Marketing Act it made the following declaration of policy:

"In order to promote, foster, and encourage the intelligent and orderly marketing of agricultural products through cooperation and to eliminate waste and speculation, and to make the distribution of agricultural products as direct and as efficient as can be done between producer and consumer, and to stabilize the marketing of agricultural products, this law is passed."¹

The Sabine Farms Cooperatives adhere to the purposes of the above declaration. These cooperatives which are mainly the marketing type, are used to obtain for their members the highest possible price for their farm products. The cooperatives have the opportunity to encourage the production of high quality products that will bring premium prices to the growers. Through these cooperatives farmers are able to provide themselves with better services than those which they were receiving from the individual method of producing and marketing their product or from other agencies. Through cooperation, members work together for mutual helpfulness; this makes for better citizenship. Generally, these purposes and objectives apply to the Sabine Farms Cooperatives.

The specific purposes and objectives of the Sabine Farms Cooperatives as stated on an inquiry form executed by the

¹

Supervisor of the organizations and substantiated by the officers and members are as follows:

1. The selling of agricultural products such as seed and feed
2. The marketing of truck products such as watermelons and cucumbers.
3. Conserving food cooperatively.
4. Grading, curing, and storing agricultural products.
5. The promotion of sound farming practices.
6. The promotion of improved farming.
7. The provision of recreation for the community.

Organizational Procedures

If it is desired that an agricultural cooperative be organized, the community leader who may be the agriculture teacher, the county agricultural agent, an ordinary citizen of the community or the local pastor may assume the responsibility of leadership. This leader must be someone in whom the members have confidence. The responsibilities of this leader begin with the task of stimulating an interest in the process of working together for the good of all concerned. This is only the beginning of his responsibilities. The leader should, by use of special surveys, obtain data and information which can be used later in convincing the members that there is a need for a local cooperative organization. The leader should make as many personal contacts as he can before calling the group together.

The following procedure is desirable for the initial meeting:

"Prospective members may hold an informal meeting, state their personal reasons for desiring the organization of an association, and explain the data and information revealed by the surveys made through personal contacts. On the basis of the information revealed in the surveys a final decision should be made." ¹

In initiating the effort for the organization of the Sabine Farms Cooperatives the following procedures were followed:

1. Individual conferences were held at the various homes of prospective members.
2. Casual discussions and group meetings were held.
3. A home survey was made of seventy-five farm families.

Through these conferences, discussions, and surveys, the actual needs for the cooperatives were determined. The following conclusions were reached:

1. There was a need for a producers' owned and controlled cooperative.
2. A cooperative could do a better job of marketing than was being done.
3. There were sufficient volumes of business to assure savings to the members.
4. The members could be depended upon for loyal support during years of poor production as well as in seasons of good yield and good prices.

¹

Bakken, Henry H. and Schaars, Marvin A., The Economics of Cooperative Marketing, McGraw-Hill Book Company, New York, 1937, page 187.

5. The producers were willing to put their own capital into a cooperative organization.

The most ideal condition under which a cooperative may operate is that of having an intelligent membership of efficient producers who recognize the need for organization, who have the patience to work out their own problems, and who will give the necessary support to the management and operation of the cooperative enterprise. To be most successful, the sales type cooperative requires close coordination of the production and distribution of goods. Growers responsibilities and risks are increased by cooperative undertakings. The satisfactions or sacrifices and the gains or losses which may involve a large part of individual net incomes and returns on capital investments may be in direct proportion to the active participation of each member in the organization. Since this is true, prospective members should be thoroughly convinced of the need for the organization.

The fact that prospective members should be convinced of the need for an agricultural cooperative before organization is attempted was taken into consideration throughout the period of organization of the Sabine Farms Cooperatives. The local farmers were convinced of the need for the organization through the following procedures:

1. Demonstrations on cooperative marketing and buying.
2. Individual, committee and group discussions.
3. Guidance, suggestions and advice.

4. Demonstrations showing the value and importance of pooling efforts.
5. Giving definite information to farmers to prove to them that increase in income is needed during the summer months of each year.

Other techniques employed to stimulate participation

were:

1. The provision of well planned marketing systems that provided convenience and economy of time in marketing for the farmers.
2. Definite plans and arrangements for the presentation of advanced quotations of commodity prices.
3. Individual conferences.
4. Arrangements for conferences and discussions that included the local buyers.
5. Guaranteeing fair prices by contracts which were signed by buyers as well as producers.

Training Officers and Members

In a farmers' cooperative so much depends upon capable officers that to overlook this feature is certain to invite trouble. Honest, dependable and likeable officers are the axis about which the association revolves. The officers compose the managing body of the society.

"Management is generally recognized as a vital factor in the relative strength and weakness of a cooperative enterprise. It is in the personality of the management, more than anywhere else, that

the democratic will of the membership and the technical skills of expert business administration must be harmonized into an effective working relationship." 1

Since the officers of the cooperative are a very important part of the working machinery, those persons composing the officer staff should be well trained in the fundamentals of cooperative action. Positive steps were taken to provide the Sabine Farms Cooperatives with an efficient corps of officers. Training was offered the officers along the following lines:

1. Presentation, in an understandable manner, the duties and responsibilities of each officer.
2. Interpretation of the laws and statutes that apply to farmers' cooperatives.
3. Inculcation of a sense of responsibility and a desire to function for the benefit of all concerned.
4. Training in the fundamentals of parliamentary procedure.
5. Training in bookkeeping and simple business transactions.

In order to realize success in a cooperative, the persons who are members of the organization must be trained in the fundamentals of cooperative action. Most disciples of the cooperative movement are of the opinion that cooperative education should be fostered. This principle recognizes the fact that the growth of a cooperative as a social and economic institution depends partly on its efficiency as a business enterprise and partly

1

Kercher, Leonard, et al, Consumers Cooperatives in the North Central States, The University of Minnesota Press, Minneapolis, 1941.

upon the deliberate inculcation of its ideology and principles. Education involving the cooperative movement plays a major role in both of these requirements. Stated in simple terms, cooperators believe that people will join their movement if they are educated sufficiently to understand the advantages of cooperation.

"Member education is stimulated through discussion groups, publications, conferences, and tours. Educational material may reach members through such media as the press, platform appearances, radio, motion pictures, and other visual aids." 1

In attempting to gain members for cooperative action, it is a very wise idea to present whatever data that one has in a simple manner - one which is easily understood by the average farmer. In many cases, some of the staunch supporters of the organization will be able to read only the simplest material. If a member is willing to cooperate, he should know every detail of the cooperative organization. The organizers of the cooperative should not allow the limited education of any member to stand in the way of his receiving a thorough understanding of the principles on which the organization is founded.

In reference to cooperative publications for members, Bakken and Schaar make the following statement:

"The subject matter of the publication is selected with the view to make the farmer member receptive to new ideas by giving him facts which relate directly to his problems in production and distribution. Whenever possible, it is desirable to supplement the

1

Weiting, Charles Maurice, How to Teach Consumers Cooperation, Harpers and Brothers Publishers, New York, 1942, page 47.

printed page with pictorial descriptions of these ideas. Farm folks find it difficult to master technical details. They do not study so thoroughly as would be desirable the bulletins issued by research organizations, agricultural colleges, and industrial concerns. The contention is that since farmers receive their impressions and ideas through a more complete utilization of all their senses, the method of disseminating information must be modified to take this into account." 1

According to information taken from inquiry forms executed by leaders and members of the Sabine Farms Cooperatives educational training in cooperative action was provided by the following means:

1. Inculcating an educational philosophy of cooperative action.
2. Providing a definite and clear understanding of the purposes and operations of a cooperative.
3. Providing a definite and clear understanding of membership responsibilities.
4. Providing information concerning all transactions of the cooperative and the status of the business at all times.

Besides general information concerning principles that might apply to any agricultural cooperative, it was necessary to provide for the members of the Sabine Farms Cooperatives information that would lead to the development of certain skills which would in turn aid in the production of high quality farm products. In attempting to develop the necessary skills the following were considered:

¹
Bakken and Schaars, op. cit. page 216.

1. Intensive training in the production, harvesting and processing of farm products for market.
2. The development of skill in carrying out improved farm practices.
3. Providing job sheets covering various job operations in crop enterprises from planting to marketing.

According to the answers in an inquiry form carried to the manager of the Sabine Farms Cooperatives the techniques used to disseminate the desired information were as follows:

1. Field trips to areas where successful farm cooperatives were in operation.
2. The giving of training by specialists in the various agricultural fields.
3. Demonstrations and discussions.
4. Individual conferences.
5. Visual aids such as motion pictures and slide films.
6. The publishing of monthly newsletters.

The dissemination of information to the members of a cooperative is a true sign of a cooperative spirit. A free and uninterrupted flow of information is vital to collective action. In any organization where the optimum functional coordination is required, there can be no obstruction in the communication system through which directions are given to each related part. When anything happens which seriously disrupts the transmission of intelligence from one mutually dependent part to another, it paralyzes or cripples those parts of the

organism and may cause serious consequences to the whole. In cooperative marketing organizations, it has been demonstrated that the best results are obtained when all available facts are collected without delay, properly interpreted, and quickly passed on to all those who may benefit from the information. Without simplification and interpretation, some information concerning production, processing, or marketing may be difficult to understand because the average farmer has had no training in the interpretation of such information.

Included in the appendix of this paper are samples of newsletters and circulars pertaining to the activities of the Sabine Farms Cooperatives. These publications follow very closely one of the salient principles of the cooperative movement, that of keeping the members well informed.

Follow-up Techniques

An organization, no matter how successful its beginning may be, cannot rest on the laurels of a successful beginning and assume that all is well within the organization. Undercover dissatisfaction with the functionings of the organization may remain dormant for a long period of time, only to explode later in an eruption that will cause the death of the organization and a serious loss to the members. Since this is true, it is highly necessary that some follow-up technique be employed to determine whether or not the society is going in the right direction or in the direction of its ultimate

goal.

In an inquiry form that was carried to the manager of the Sabine Farms Cooperatives it was shown that a series of interviews were given the members as a means of follow-up. Members points of view regarding the success of the organization were as follows:

1. We feel a freedom of ownership of our cooperative.
2. Each member receives whatever assistance he needs.
3. The cooperatives promote the farmers' cause.
4. The members realize a higher rate of income.
5. The per-acre members like the idea of growing crops under contract.

If the above acknowledgements do no more than give the leaders of the cooperatives the impression that the members are satisfied with the operations of the organization it will do much toward the continuation of the cooperative effort and the improvement of the services that are being rendered. To the casual reader, these statements will readily imply that the organizations are accomplishing the purposes for which they were organized.

According to the officers of the association their success is due to the following:

1. A well planned agenda for all meetings.
2. The beginning and ending of all meetings on time.
3. Enthusiastic leadership and democratic action.
4. The keeping of complete records.

5. The training of officers and members in the fundamentals of cooperative action.
6. The reaching of a definite agreement by the officers and members before leaving the meeting.
7. Impartiality in dealing with the members.

the objective of promoting, restoring, and encouraging intelligent and orderly marketing of agricultural products through cooperative action. Through cooperation, the organizations work toward the production of a better quality of farm product as well as a larger quantity of the same. The obtaining of the maximum price for agricultural products is also one of the goals toward which the cooperatives work.

In attempting to reach the desired goals, definite procedures were followed in initiating the movement. Most outstanding among these procedures were the training given the officers and members in the fundamentals of cooperative action and the inculcation of the ideology and philosophy of cooperation in the prospective members.

Through instructions given by agricultural leaders, the holding of committee meetings, and individual conferences the officers were trained to a point of efficiency that made for success in the organization. Membership education in cooperative action was fostered through demonstrations by agricultural leaders, movies, film slides and newsletters.

On the basis of the data presented above, the writer draws the following conclusions:

CHAPTER III
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary and Conclusions

The Sabine Farms Cooperatives were established with the objective of promoting, fostering, and encouraging intelligent and orderly marketing of agricultural products through cooperative action. Through cooperation, the organizations work toward the production of a better quality of farm product as well as a larger quantity of the same. The obtaining of the maximum price for agricultural products is also one of the goals toward which the cooperatives work.

In attempting to reach the desired goals, definite procedures were followed in initiating the movement. Most outstanding among these procedures were the training given the officers and members in the fundamentals of cooperative action and the inculcation of the ideology and philosophy of cooperation in the prospective members.

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On the basis of the data presented above, the writer draws the following conclusions:

1. There are definite organizational procedures to be followed in the establishment of farm cooperatives.
2. Farm cooperatives are established with definite objectives in view.
3. Cooperative leaders should be trained through certain educational procedures.
4. The carrying out of certain educational procedures is necessary for the effecting of an intelligent and cooperative membership.
5. Members of the cooperative should be kept informed on the function of the cooperative through channels established for the dissemination of information.

Recommendations

Since cooperatives may be instrumental in raising the economic level of farmers and thereby aid in the economic well-being of our nation, the writer makes the following recommendations:

1. That a survey be taken in rural areas to determine the necessity of agricultural cooperatives.
2. That farmers' cooperatives be established in all communities where there are indications that they are necessary for the economic well-being of the farmers.
3. That certain definite objectives for raising the

- economic level of the farmers serve as the guiding principles for the cooperative action taken.
4. That a program be planned for the awakening of the farmers as to the necessity of cooperative action.
 5. That the organization of such a cooperative be effected on a democratic basis.
 6. That the officers of such an organization receive the benefit of intensive training in the principles of cooperative action.
 7. That cooperative members also be trained in the fundamentals of cooperative action.
 8. That definite channels of information be provided for the members.
 9. That certain follow-up techniques be employed to determine the direction in which the organization is going.

The establishment of farmers' cooperatives will aid in the effecting of economic democracy. Under such a system, everyone will enjoy a higher standard of living. The farmers will be given an equal voice in determining their economic affairs. They will become owners of the economic system that serves them.

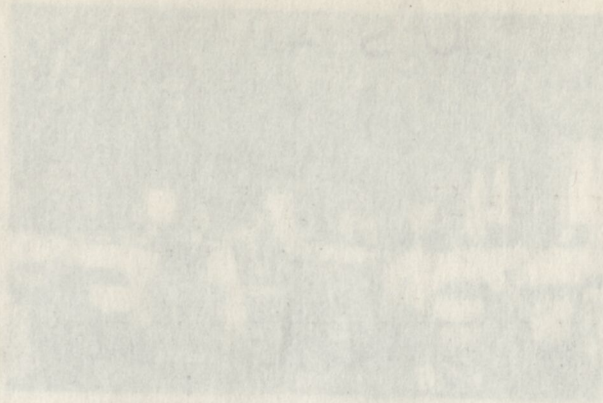
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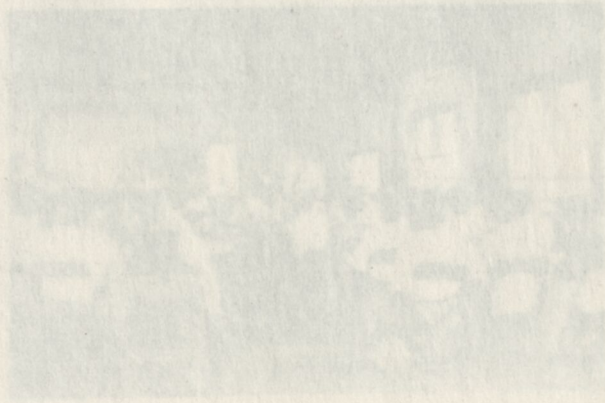
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Annual Stockholders Meeting, July 21, 1920.
Lewis Voss, Manager Texas Cotton
President J. J. Haines, Eastern College, Marshall,
Texas, and Mr. J. J. Hollins, State Supervisor
of Negro Education, Marshall, Texas were the
principal speakers at this meeting.

APPENDIX A
PICTURES



Board of Directors of the Board of Directors of the Texas Cotton
Agricultural Cooperative in an Annual Stock-
holders Meeting, July 21, 1920, Mr. C. R. Robinson,
Secretary and Mr. Nathan Crawford, President.



Annual Stockholders Meeting, July 21, 1949.
 Inside View, Sabine Farms Center.
 President J.J. Rhodes, Bishop College, Marshall,
 Texas, and Mr. J.C. McAdams, State Supervisor
 of Negro Education, Marshall, Texas were the
 principal speakers at this meeting.



Seated in front on platform are the members
 of the Board of Directors of the Sabine Farms
 Agricultural Cooperatives in an Annual Stock-
 holders Meeting, July 21, 1949, Mr. C.R. Robinson,
 Supervisor and Mr. Herman Crawford, President.



Front View of the Sabine Farms Cooperative Store.



Side View, Sabine Farms Cooperative Store.

UNITED STATES DEPARTMENT OF AGRICULTURE

FARMERS HOME ADMINISTRATION

SABINE FARMS NEWS LETTER

Dear Cooperator:

Subject: Growing Cucumbers

Planting Date: April 5 to May 1st.

Land Preparation: Prepare land same as for planting watermelons.

Fertilizer: Use 400 to 500 pounds per acre depending on your expected yield. Use 3-10-0 or 4-12-4 and drill 200 to 400 pounds per acre, apply the rest as a side dressing.

Seeding Rate: Plant about 1 pound of seed per acre and about 3 seeds per hill. The hills should be 30 to 24 inches apart.

APPENDIX B

SAMPLE COPIES OF SABINE FARMS NEWSLETTERS

Cultivation: On first working give deep plowing, thereafter use a scratcher. Scratch every 8 or 10 days or behind each rain just as you would cotton.

Insect Control: Spray or dust with calcium arsenate and lime as soon as two leaves are established. If lice or sucking bugs appear, spray with Black Leaf 40 and soap.

Estimated Cost of One Acre: \$10.00.

C. E. Robinson

County Supervisor

UNITED STATES DEPARTMENT OF AGRICULTURE

FARMERS HOME ADMINISTRATION

SABINE FARMS NEWS LETTER

Dear Cooperator:

Subject: Growing Cucumbers

Planting Date: April 5 to May 1st.

Land Preparation: Prepare land same as for planting watermelons.

Fertilizer: Use 400 to 600 pounds per acre depending on your expected yield. Use 5-10-5 or 4-12-4 and drill 200 to 400 pounds per acre, apply the rest as a side dressing.

Seeding Rate: Plant about 1 pound of seed per acre and about 6 seeds per hill. The hills should be from 20 to 24 inches apart.

Cultivation: On first working give deep plowing, thereafter use a scratcher. Scratch every 8 or 10 days or behind each rain just as you would cotton.

Insect Control: Spray or dust with calcium arsenate and lime as soon as two leaves are established. If lice or sucking bugs appear, spray with Black Leaf 40 and soap.

Estimated Cost of One Acre: \$10.60.

C.R. Robinson
County Supervisor

UNITED STATES DEPARTMENT OF AGRICULTURE
FARMERS HOME ADMINISTRATION
SABINE FARMS NEWS LETTER

Subject: Planting vetch or Austrian Winter Peas.

Planting Date: September 15 to November 15.

Rate of Planting: Vetch, 20 to 25 pounds per acre and peas, 35 pounds per acre.

Fertilizing: Use at least 200 pounds of 20% superphosphate per acre or 300 pounds of 0-14-7.

Inoculation: Use Nitragin C. (check expiration date). Plant as soon as the seed is inoculated.

How to Plant: Apply phosphate broadcast or with the distributor. Sow the seed and bed the land with a middle buster, covering seed and phosphate. On well drained land, flatbreak after fertilizer has been applied, broadcast seed and disk in.

C.R. Robinson
County Supervisor

UNITED STATES DEPARTMENT OF AGRICULTURE
FARMERS HOME ADMINISTRATION
SABINE FARMS NEWS LETTER

FARM HINTS

Insects are starting out bad this year. Let us fight them back. All smart cotton growers are poisoning to control insects. Here is how to control Boll Weevils, Thrips, Aphids and Flea Hoppers: Dust with 20% Chlorinated Camphene. Apply 7 to 10 pounds per acre. Begin right after chopping and repeat every seven days until cotton bolls develop.

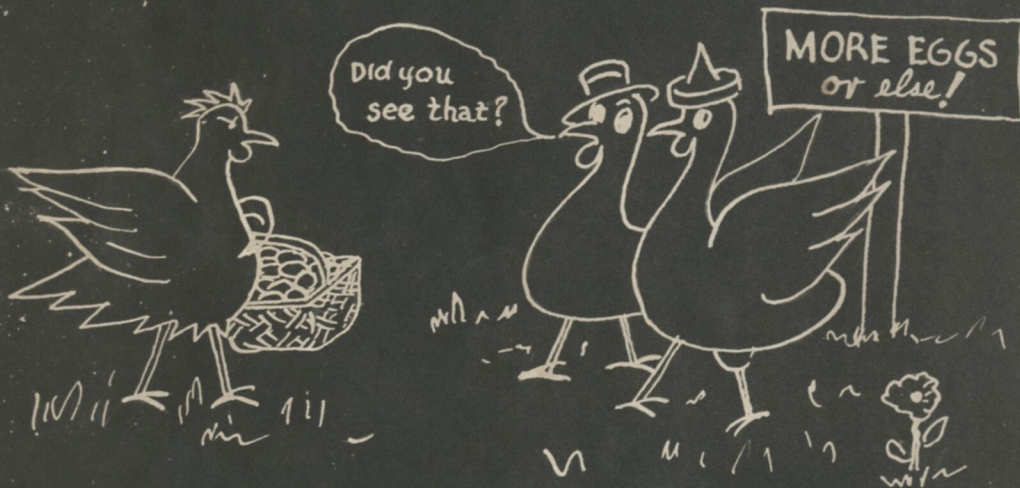
For your vegetable and truck crops, don't be without 1% Rotenone dust. Rotenone will kill by contact and stomach poisoning. If you are troubled with Harlequin, Stink, Plant or Squash bugs apply 20% Sabadilla dust.

C.R. Robinson
County Supervisor

Dear Mr. Poultryman:

Would you like to know how to get more profit from your hens?

Mr. Clyde Ingram, Extension Poultryman, will tell you how to do so.



He will meet with us at 10 o'clock Friday morning, June 27, at Mr. John Doe's poultry farm. There, you can watch Mr. Ingram cull a flock of 100 laying hens.

Remember, 10 o'clock Friday morning at Mr. Doe's farm.

SURVEY SHEET
OR
INQUIRY FORM

Carried to: The supervisor of the Sabine Farms Cooperatives.

By : E.J. Hanson, Jr.

Purpose : To determine the educational procedures in the development of the Sabine Farms Cooperatives.

I. Name, purpose, and objectives of the organization:

A. Name of the cooperative: _____

B. Purpose and objectives of the organization:

APPENDIX C

SAMPLE SURVEY SHEET OR INQUIRY FORM

II. Organizational Procedures:

A. Techniques used in determining whether there was a need for the cooperative: _____

B. Methods used to influence the farmers to organize: _____

C. Techniques used to stimulate interest in participation: _____

SURVEY SHEET
OR
INQUIRY FORM

Carried to: The supervisor of the Sabine Farms Cooperatives.

By : B.J. Hammond, Jr.

Purpose : To determine the educational procedures in the development of the Sabine Farms Cooperatives.

I. Name, purposes, and objectives of the organization:

A. Name of the cooperative: _____

B. Purposes and objectives of the organization:

II. Organizational Procedures:

A. Techniques used in determining whether there was a need for the cooperative: _____

B. Methods used to influence the farmers to organize:

C. Techniques used to stimulate interest in participation:

D. Training in the principles of shares and dividends:

Training given members to make the cooperatives operate effectively:

V. Instructional aids used in training officers and members:

A. Newsletters: _____

B. Visual aids: _____

C. Demonstrations: _____
 and group instruction: _____

VI. Reasons for Success: _____

A. Officers point of view: _____

B. Members point of view: _____

VII. Training of cooperative officers:

A. Training in general activities connected with the various offices: _____

B. Training in record keeping: _____

C. Training in executing contracts, constitutions, and by-laws: _____

III. Training given members to make the cooperatives operate effectively:

A. Training in the fundamentals of cooperation: _____

B. Improved farming practices given through individual and group instruction: _____

C. Other information given the members: _____

IV. Training of cooperative officers:

A. Training in general activities connected with the various offices: _____

B. Training in record keeping: _____

C. Training in executing contracts, constitutions, and by-laws: _____
