

MAKING COLLECTIONS VISIBLE: A Case Study in Revitalizing an Unused Collection

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INTRODUCTION

The idea of "hidden collections" in special collections is not new. As far back as 2001, the Association of Research Libraries convened a Special Collections Task Force¹ to address this challenge. Nearly 700 papers on the subject have been published in the years since. And yet, with cash-strapped budgets, reduced full-time hires and overburdened staff, it seems more likely than ever that many collections remain unused and on the shelf. Even digitized collections, which by their nature imply deeper engagement, become dormant when unknown. We decided to carry out a case study to increase the visibility of a historical collection about African American farmers in the Depression Era, a newspaper named *The Modern Farmer*. We undertook this work with the goal of transforming a shelf-sitter from a latent digitized collection to a well-known and regularly-used resource by researchers and instructors.

What is The Modern Farmer?

The Modern Farmer was one of the only publications published in the Depression-era United States that was aimed at African-American farmers. The publication was founded by the National Federation of Colored Farmers (N.F.C.F.) and published monthly in Chicago, Illinois, and Nashville, Tennessee, between 1929 and 1949.²

The N.F.C.F. was founded in 1922 by a group of African-American attorneys and an engineer all educated at the Tuskegee Institute. The Federation was led by broker James P. Davis, who was also one of the founding editors of *The Modern Farmer*. Their mission was to build the capacity of America's Black farmers so that they could be self-reliant and profitable. The Federation operated by forming local chapters of buying and selling distribution cooperatives, owned and run jointly by its members. This gave members a degree of ownership and shares in the sales. Farmers bought and sold together and the N.F.C.F. brokered steady market access to urban industrial cities' wholesale markets in the Great Lakes, particularly Chicago.³ In addition to the cooperative structure, the N.F.C.F. offered financial assistance to farmers for buying and retaining land through a credit organization.⁴

Membership in the N.F.C.F. was five dollars a year, and *The Modern Farmer* newspaper was an additional dollar. Members primarily consisted of African American farmers

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that were landowners or tenant farmers. Sharecroppers, the largest portion of African American agricultural workers, were less likely to be members due to the N.F.C.F.'s prioritization of purchase and production, which sharecroppers did not have control over. The creation of *The Modern Farmer* allowed the N.F.C.F. to share farming tips, agricultural information, political and social issues and other relevant matters with their members. The organization's membership units started in the Midwest but expanded across the South when they began publishing *The Modern Farmer* and by August 1930, there were units in twelve states across the Midwest and South.⁵

In the newspaper's first issue, on March 1, 1929, an article on the front page with the headline, "Destiny of Farmers depends on Co-Ops" explained that, "The farmers must band together and form large cooperative syndicates as have the industries if they are to withstand the encroaching interests of the cities and control their own economic destinies...The farmers must centralize to maintain a balance between the farm and the city...."⁶ Turning the page to the first editorial published by Leon Harris, he addresses the nation's Black farmers with this central tenet: "You are good producers but you are individual producers. You are individual producers living in an age of organization and co-operation. You are producers who are out of step with the times.... An individual is alright if he is able to do big business in a big way like Henry Ford. But who ever heard of a "Henry Ford" colored farmer?... As a general rule, the individual producer works hard and earns little. Organized producers work hard and earn much."⁷

Harris goes on to clearly lay out the aims of the N.F.C.F., which were then reiterated in every issue with statements such as the following: "The National Federation of Colored Farmers believes that the Colored Farmers of America should own and control their own co-operative associations—*Cooperation with All*—*Affiliation with None.*"

Collection History and "Rediscovery" of The Modern Farmer

Like any newspaper or serial published at that time, *The Modern Farmer* was originally received at Cornell by postal subscription before the current holding institution, Mann Library, even existed. Then, when Mann Library was established as the agricultural library at Cornell in 1952, the publication became part of the library's historical holdings.

Despite the physical holding residing at the library for many decades, it wasn't until a patron's research visit that the historical significance of the resource was brought to librarians' attention. In October 2017, an individual called Thane Scott was coming to Cornell to present at a meeting. He got in touch with library colleagues and requested access to some of the library's resources so he could take advantage of his visit and conduct some of his own research. One of the materials he requested was *The Modern Farmer*. Mr. Scott noted that copies of this publication were exceptionally hard to find. At the end of his email, Mr. Scott explained his personal connection to the materials. James P. Davis, the publisher, was also Scott's great grandfather.

As a result of Mr. Scott's visit, we became aware that Mann Library holds the only known surviving full-run print copies of this primary resource. Once the library was aware of the significance of *The Modern Farmer*, we began the process to digitize it to make it more widely available and accessible. After we performed due diligence to establish that there were no claims on copyright, the library proceeded to digitize the publication through an internal grant. *The Modern Farmer* is now part of the library's Core Historical Literature of Agriculture digital collection: https://digital.library.cornell.edu/catalog/chla1895809 and can also be accessed via the Internet Archive: https://archive.org/search.php?query=The Modern Farmer

The Historical Significance of The Modern Farmer

The N.F.C.F. existed at a time of huge social, economic and political upheaval in the United States and for African American farmers. In the 1930s, the majority of African Americans lived in the South and two-thirds worked in agriculture in some way. Seventy-seven percent of that population did not own land.⁸ One major event that affected African Americans farm workers during this time was the Great Mississippi Flood of 1927, which destroyed a large amount of farmland owned or worked on by African American agricultural workers.⁹

This accelerated the first Great Migration, which generally occurred in the period 1916-1940¹⁰, and saw millions of African Americans relocate to urban industrial cities in the north of the U.S. from rural areas in the South.

Other factors affecting farmers during this time were the Great Depression, 1929-1939,¹¹ and the Dust Bowl in the 1930s, occurrences which greatly reduced market value of crops and the amount of crop production.¹² Cotton farming, the main cash crop in the South, was losing its value during the Depression and becoming automated with the invention of a mechanized cotton picker.¹³ These social changes and disasters increased the uncertainty in the lives of African American farmers who were already living through Jim Crow segregation and racial violence. This period of instability for African American farmers meant those who joined the N.F.C.F. were loyal, as they knew the power of being organized and united was the only way to secure their financial future. By joining the N.F.C.F. farmers had more sway locally and had a national voice. Through forming cooperatives, African American farmers got lower prices for goods they bought and could sell more goods, increasing agricultural entrepreneurship profits as a collective. Pooling resources was being done by other cooperative organizations during this time but most did not accept African Americans as members, and the N.F.C.F. was created partly in response to the continued segregation and discrimination of the time.¹⁴

The Modern Farmer also exerted some measure of political influence in the 1932 election. The incumbent, Republican president Herbert Hoover, had failed to provide relief for the nation's farmers during these catastrophic times. In fact, Hoover very much believed that relief should come from family, church and private organizations.¹⁵ By the time of the 1932 election, this philosophy had backfired to the point that even traditionally Republican voters switched sides. James P. Davis wrote a stinging editorial in *The Modern Farmer* in which he had reached his breaking point with the Republican party. He expressed a deep sense of betrayal, writing that the African-American farmers of the South had received little more than expressions of sympathy and no practical relief. Davis called on his readers to shift their vote to the Democrats.¹⁶ The election went to Roosevelt in a landslide. Roosevelt carried 42 states, Hoover carried only 6.

James P. Davis later became a member of Roosevelt's Federal Council of Negro Affairs, also known as the "Black Cabinet", partly due to his support during this election.¹⁷ This was a group of African Americans who served as public policy advisors to President Roosevelt and included leaders such as Mary McLeod Bethune, educator and political activist, William H. Hastie, an attorney that became the first Black federal judge and Robert C. Weaver, an attorney that later became a United States Secretary of Housing and Urban Development.¹⁸

The Dust Bowl and Great Depression decimated the profits of African Americans in the agricultural industry. This moved the leaders of the N.F.C.F. away from advocating for total self-reliance of African American farmers and they encouraged members to seek relief from the government. Even with this push, and James P. Davis joining the Black Cabinet, the government did not provide fair assistance to Black farmers during the New Deal and their economic situation worsened.¹⁹

The Modern Farmer and the membership in the N.F.C.F. declined as the Depression wore on. The main tenets of land ownership and operating through cooperative schemes did not meet the needs of most of the African Americans farmers at that time and meetings ceased in 1939. Many members chose to instead join agricultural unions, that focused more on the issues facing working class and poor farmers, or the N.A.A.C.P. (National Association for the Advancement of Colored People), which focused on pressuring the government to act on social justice and economic issues that impacted Black Americans.²⁰ *The Modern Farmer* serves as a record of a rapidly changing time in African American agricultural history, the effects of which can be seen to-day. African Americans have faced centuries-long discrimination in agricultural policy that has resulted in the loss of more than 94% of Black owned farmland.²¹ This is the subject of many recent academic and government initiatives and conversations; one of many recent examples is the National Sustainable Agriculture Coalition and the Cooperative Food Empowerment Directive (Co.F.E.D.), which held a virtual panel in September 2020 featuring a discussion about how cooperative farming and racial equity in federal food policy can create economic sustainability in Black communities.²²

Interdisciplinary Connections

The Modern Farmer was published for African American farmers and agricultural topics are naturally fully covered in every issue, but within its pages there are also many sociological insights. This is a highly interdisciplinary primary source at the intersection of sociology, history, political science and agriculture. The resource addresses the ordinary needs of the agricultural population during this time and lends insight into challenges they encountered.

The broad number of subjects covered is part of the reason our outreach and promotion focused widely on findability and greater awareness of the work. The main areas that the newspaper covers are: organizing and political action, best agricultural practices, relevant people of the time, editorials on financial help, and best practices for applying for government aid and bank loans. Later editions included a woman's section at the end of the newspaper, which often included recipes and housekeeping tips.

METHODOLOGY

We chose to focus on *The Modern Farmer* as a case study of collection outreach because of the aforementioned historical significance. The print version of this publication had very low in-person usage by researchers. And even after digitization and putting the resource on the Internet Archive in 2017, there were fewer than 200 views of each digitized volume by the time we turned our attention to it in 2019.

In determining how to best increase usage and visibility of the collection we examined previous efforts to publicize the material. Outreach was carried out by the library's communications department to internal stake-holders and via social media soon after digitization was completed. We were unable to determine if the resource had been previously used in instruction.

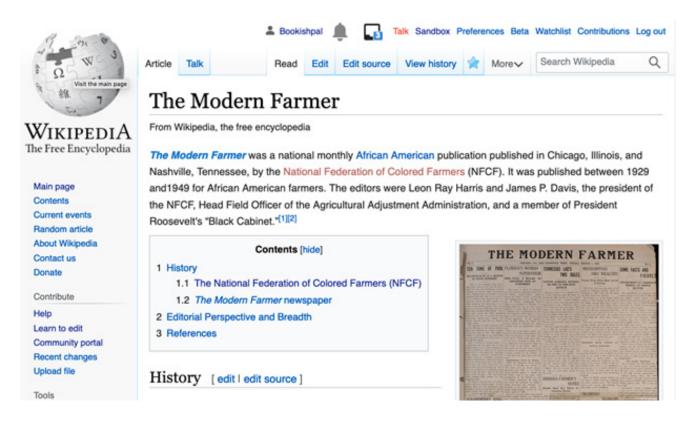
During our preliminary discussions, we both felt very strongly that *The Modern Farmer* deserved to be a regularly used primary resource for instructors and integrated into multiple subject areas. We discussed the widely-used approach of curriculum mapping, whereby librarians look at the course offerings and suggest specific resources to the instructors of those classes. However, in determining an approach that would have the most influence on discovery and usage we decided to create an innovative outreach strategy that would have the widest impact and potentially reach the broadest population of people, regardless of their identity as researchers, students, or instructors. We therefore decided not to use curriculum mapping as a first option, but instead to devise a multi-pronged outreach strategy using digital tools.

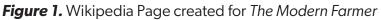
Wikipedia

Wikipedia was selected as one of the tools for outreach for several reasons. It is one of the most used websites in the world ²³ and Black history in general is underrepresented on the site.²⁴ This website provides the opportunity to promote *The Modern Farmer* to a global audience allowing for broad serendipitous discovery. The wiki-based editing platform actively engages with its readers and allows anyone to add information to the page and contribute their knowledge.

Wikipedia has a defined multi-step process to create a new page, which requires contributors to learn the guidelines and policies of the site, i.e., the style of writing, a neutral perspective and including a number of citations before the draft will be accepted for publication. While creating a draft page it is important to include enough notable and verifiable information. Notability can be shown by including references about the material and linking the work to other people and events. Images also go through a process of checks; all images must be clearly in the public domain or licensed via Creative Commons licenses or they are deleted. A team of volunteers reviews a new page to confirm it meets all of the above standards before they approve making a page "live", or fully visible article.

We began by creating a page for *The Modern Farmer* as a jumping-off point. We split the article into three sections; an introduction, a section on the publishing company, the N.F.C.F. and a section on editorial perspective and breadth. We later created a separate page for the N.F.C.F. and crosslinked that page with *The Modern Farmer*.





Wikipedia Edit-A-Thon Event

We held a Wikipedia Edit-A-Thon event as a bridge to let people know about *The Modern Farmer* and to encourage and show attendees how to add to Wikipedia. This occasion allowed us to shed light on the archives, and in our introduction we discussed *The Modern Farmer's* impact on the event.

The Black in S.T.E.M. Wikipedia Edit-A-Thon was held on February 25th, 2021, during Black History Month, to encourage attendees to add to Wikipedia pages relevant to Black people in S.T.E.M. The initial goal was to specifically focus on Black agricultural history, but while searching for Wikipedia entries on this subject it was discovered that there is a dearth of existing pages, so we broadened the scope to S.T.E.M to provide attendees with more editing options.

The event was cross-promoted by the library's communications department and by contacting relevant student groups. The library's promotion was pushed out via the wider Cornell communications channels, including heavy promotion on social media. The event was co-sponsored by a student group, the Cornell chapter of Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS). Event information for the Wikipedia edit-a-thon was placed on the newly created Modern Farmer LibGuide, which served to drive traffic to the guide while informing attendees about the event.

Wikimedia, the foundation that hosts the Wikipedia platform, has an Outreach Dashboard which was used during the event to track edits. The dashboard allows for central organization and easy access to relevant information that attendees need. The dashboard was open from the first day of the event, February 25, 2021 to March 5, 2021, to allow editors to make more edits for a week after the event.

Black in S.T.E.M. Wikipedia Edit-a-Thon Thursday, Feb. 25 4:00-6:00 pm

- Open to everyone, no prior Wikipedia experience necessary.
- Optional training during the first hour.
- Join and leave when you want!

arek in S.T.E.M Register at: bit.ly/black-in-stem-wikipedia2021

Co-sponsored by Mann Library & MANRRS-Cornell

Figure 2. Black in S.T.E.M. Wikipedia Edit-A-Thon

LibGuide

One of the other tools that we decided to produce was an online research guide about The Modern Farmer, commonly known as a LibGuide. Some specific advantages of this platform are that it is flexible and allows for ongoing additions and revisions. A LibGuide provides the ability to organize content in meaningful ways. We carried out extensive research into relevant subjects, themes and events represented in the pages of *The Modern* Farmer in order to place it in its historical context. We included a tab listing the results of this research and several important background references. This helps provide suggestions for lesson planning and emphasizes the interdisciplinary nature of the resource.

The LibGuide includes the story of how The Modern Farmer came to light after shelf-sitting for decades as well as several images that further illuminate the source. When we held the Wikipedia Edit-A-Thon we were able to easily add a tab about the event, included event details as well as a link to registration, which greatly improved discoverability of the LibGuide as well as registration for the event. The LibGuide provides an easy way to begin a discussion with faculty because everything an instructor needs to know about the resource is presented within it. Another advantage of creating this digital research tool is that it lends context to The Modern Farmer and gives faculty a well-rounded idea of the ways it can be incorporated into their class. Finally, this LibGuide has been designed with accessibility in mind and was reviewed by the library's accessibility team to ensure that it meets the latest guidelines for producing accessible content.

RESULTS

LibGuide

The LibGuide, https://guides.library.cornell.edu/modernfarmer, was published on December 2, 2020. Between then and early March it had gained just over 300 views. The cross-promotion with the Wikipedia Edit-A-Thon event was helpful in increasing the number of times it was used. As you can see in the graph, the page views spiked, first when we announced the event and then on the day of the event itself. The content continues to evolve as we discover new information and we will continue to use it as a tool to promote the resource and begin conversations with faculty.

To further increase discoverability we added the following metadata to the guide: subject headings; Africana Studies, Agriculture, History and tags; Africana, history of agriculture, Special Collections.

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Wikipedia Page Creation

Figure 3. LibGuide spike in views

The Modern Farmer Wikipedia page, https://en.wikipedia.org/wiki/The_Modern_Farmer, was accepted and made fully visible to the public on December 1, 2020, and has continued to develop since then with the addition of links to other pages, images, and revision of content. Since it was made fully visible until March 1, 2021, there have been 145 page views. The page has been edited by members of the public, and engagement with the page can only increase with time.

We conducted extensive additional research on the time period and agricultural history as statements made in Wikipedia have to be substantiated with numerous references to corroborate the importance of a subject. This increased our knowledge of the significance of our publication and confidence in communicating the topic with interested parties. One unforeseen problem was the inclusion of images that did not meet Wikipedia's criteria for publication even though the issue of copyright had been extensively researched with the assistance of the university's legal counsel. Eventually, we cleared these hurdles but progress was slower than expected. When we made the National Federation of Colored Farmers (N.F.C.F.) page, https://en.wikipedia.org/wiki/National_Federation_of_Colored_Farmers, we had no difficulties and it was approved immediately.

Wikipedia Edit-A-Thon Event



Figure 4. Edit-A-Thon Dashboard

The Wikipedia Black In S.T.E.M. Edit-A-Thon event helped increase awareness of *The Modern Farmer* page with a spike in page views in Wikipedia on that day. During the event, we created related pages such as the N.F.C.F. page. In preparing for the event, we discovered a lack of existing pages overall that we could find on Black agricultural history, which confirmed for us the importance of adding *The Modern Farmer* page to this platform.

Thirty-one people registered for the event, and even more saw the library guide, which was linked in the event invitation. On the day of the Edit-A-Thon, 15 people participated live in the two-hour sprint. 22 articles were edited, two entirely new articles were created, 87 total edits were made and almost 4000 words were added. Attendees expressed their interest and enjoyment of the event; for example, Eliza B. said, "Learning a lot about the National Federation of Colored Farmers and their newspaper, *The Modern Farmer*. Will continue! Thanks." Another participant, Carmen G. said, "Thank you. I learned a bunch!"

Editing through the outreach dashboard was open for a week beyond the event to allow those who could not attend or had to leave early the opportunity to make more edits. You can see the final editing numbers in figure 4. Bearing in mind that the first hour of the event was mainly a training for newcomers, these are good results that have filled in gaps, and expanded the overall historical record.

Serendipitous Outreach Opportunities

Some unexpected opportunities to promote *The Modern Farmer* opened up during this time. In October 2020, the library's alumni and donor group presented a series of talks on "Historical Perspectives on Social Activism from Cornell Library's Rare and Distinctive Collections". One of the strongest themes of the newspaper is the need to organize, and therefore, it was a good fit for these talks. This marked the first time that this collection was featured in a widely-publicized talk, a webinar attended by over 110 people.

This is Mann Library's first prominent collection of African American agricultural history and has opened doors to many special collection talks in Black history and agriculture, furthering connections to new audiences. In addition to the ACRL 2021 presentation we have had several other presentations accepted within professional library groups discussing *The Modern Farmer*. One potential benefit of these presentations is that other curators, librarians and scholars will hear about the collection expanding awareness and usage of it as a primary source.

CONCLUSION

The Modern Farmer is a unique and integral collection for researchers of African American agricultural history. In reflecting on this work and strategy, we can identify some unforeseen but inevitable challenges along the way as well as important successes.

The creation of the digital tools and presentations was time intensive. It was also an iterative process, in which one tool built upon the next. We were intentional about the need to conduct extensive research into the publication and uncover significant themes, which added time to completion, but familiarized us with the time period and the work. All of this promotion took place during the pandemic environment of 2020 and 2021, which undoubtedly impacted the work; for example, an unknown factor is whether our outreach strategy would have led to more engagement with faculty if this work had occurred during a normal year. We can only speculate that the remote environment had a dampening effect on the capacity of faculty to directly engage with us and with the resource.

The creation of tools to promote the resource was a successful strategy in and of itself. Both the LibGuide and Wikipedia pages contributed to the overall outreach plan. One particular tool was not more effective than another, rather they worked in tandem to achieve the goal. The impact of the creation of public facing digital tools is hard to measure immediately but this is a permanent and highly visible way to promote *The Modern Farmer* collection, which has vast potential in the future.

Future plans include reaching out to faculty directly over the summer of 2021 so that they may possibly incorporate *The Modern Farmer* into Fall instruction. Having the digital tools we have already created available when communicating the significance of the resource will pave the way for these important conversations. A potential next step could be surveying faculty to learn how they discover special collections material.

This uncovered archive is not an anomaly and there are many other collections that could benefit from greater accessibility. The rediscovery of *The Modern Farmer* and the promotion work around it was a rewarding process. This outreach strategy has undoubtedly contributed to filling in some important gaps in the historical record, especially with regard to the history of African American agricultural workers during the Depression era. Their struggles and experiences, which have now been brought to light through the pages of *The Modern Farmer*, still carry a deep resonance today.

NOTES

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