VIRGINIA AGRICULTURAL EXTENSION SERVICE

ADMINISTRATION (1) PLAN OF WORK
(Name of Project)

for

FILED Calendar Year 1953

Major phases of project or subdivisions of project covered	Name of Worker*	Percentage of time devoted to entire project by each worker
Administration	L. B. Dietrick	33-1/3
	W. H. Daughtrey	100
	P. H. DeHart	100

Date submitted May 1, 1953 Signed: W. H. Daughtrey
Project Leader

Date approved May 12, 1953 Signed: L. B. Dietrick
State Director of Extension

Date approved _____, 1953 Signed: _____
Director of Extension Work
U.S. Department of Agriculture

*If phases of project are divided between two or more workers, indicate assignment to each.

PLANS FOR ADMINISTRATION OF EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS IN VIRGINIA FOR 1953

L. B. Dietrick, Director
W. H. Daughtrey, Associate Director

I. SITUATION AND PROBLEM STATEMENT

The farm situation in Virginia is characterized by "the squeeze." Declining prices for most of the crops and livestock produced in the State, continued high prices for production goods, and a tight labor supply put the farmer in the most unfavorable position he has been in for a number of years.

Crops

Surpluses of several farm commodities produced commercially in Virginia have resulted in rather sharp reductions in acreage allotments. This presents a problem in optimum use of the land and other resources.

Livestock

The production of livestock has been gradually expanding for a number of years, with substantial increases during the last 10 to 12 years. The drastic drop in prices means that all producers must produce just as efficiently as possible. New producers must receive maximum educational help if they are to weather the storm and really establish a well-rounded farm program.

Dairy

Our dairy farmers are still in a rather favorable position. However, there are some major adjustments which must be made if they are to retain and build markets as well as produce most efficiently. Much educational work must be done to get basic facts before this group to enable them to arrive at the right conclusions, and to take proper actions.

Mechanization

Mechanization has taken place rapidly on Virginia farms. Some farmers have invested in machinery over and above that which can be used efficiently. The size of operation and kind of operation play an important part in this problem. Emphasis on adapting machinery to needs and kind of operation must receive more attention. Dealer cooperation must be had in this.

Electricity

The rapid expansion of electricity to the farms of the State calls for added emphasis on the wise use of electrical equipment and labor-saving devices. Approximately 95 per cent of Virginia farms now have or have access to electricity.

Marketing

There is yet much to be done in the field of marketing and distribution. This entire problem must receive more emphasis from the research and educational programs. The production of quality, proper preparation and grading for market, storage, orderly marketing and consumer preference must receive added emphasis. Additional specialist help in marketing is badly needed.

Public Policy

Public policy is of increasing importance to agriculture. It is difficult to handle because of the lack of basic training in this field on the part of most Extension workers. Some progress has been made in this field and more emphasis will be given it during the year. The agricultural economics group is to outline and develop some rather definite techniques and procedures for dealing with the subject.

Consumer Education

There is yet much to be done in the field of consumer education. While much is being accomplished with home demonstration and 4-H groups, the urban population is not being reached effectively. A real educational program is needed to bring about a better understanding between the consumer and the producer. Each must understand the problems of the other better. Very little expansion of this work with the urban population can be accomplished until additional funds are available.

Home and Health

The home is an integral part of the farm. The farm and home must be considered a unit, if maximum results are to be obtained from an educational program. Likewise, the health of the farm family is a vital factor in the progress and well-being of the farm family.

Farm and home unit demonstrations need to be increased. These must be more thoroughly planned and followed through. Continued emphasis must be given to nutrition, and more effective techniques found of getting the information over. Assistance and cooperation with the appropriate agencies and groups must be given to provide rural people with more adequate medical service.

4-H and Older Youth

Work with boys and girls and older youth has shown progress. However, many more should be reached in both categories. Emphasis must be put on more and better trained leaders if this is to be accomplished.

Conservation

The conservation of both natural and human resources is still vital. The Extension Service, as in the past, must emphasize these in all programs, projects and activities.

Social problems and adjustments have a tendency to increase during periods of stress and change. Rural people must have help in solving these problems not only at the individual and family level, but also at the level of the social institutions and community.

One of the large problems facing agriculture is that of placing a sound economic base under individual farm operations. This problem involves the size of the farm, management, capital investment, and credit. Every device must be used to get effective teaching across in this field.

II. ANALYSIS OF ADMINISTRATIVE SITUATION

A. Financing Extension Work

The Extension Service is a large organization with an annual budget of over two million dollars. The work is financed by Federal, State, county and miscellaneous funds. The following table shows a comparison of the funds available for the fiscal year July 1, 1952 - June 30, 1953, and the preceding fiscal year and sources of these funds. A few small, miscellaneous funds are not included.

Statement of Extension Funds

Federal Funds	1951-52	1952-53
Federal Bankhead-Flannagan	$ 377,835.89	$ 377,835.89
Federal Smith-Lever	517,317.02	517,317.02
Federal Capper-Ketcham	36,167.86	36,167.86
U. S. Department of Agriculture (Forestry)	3,240.00	3,240.00
Research and Marketing	13,449.99	8,700.00
Federal Farm Housing	640.00	640.00
Total Federal Funds	948,650.76	943,900.77
State Funds		
State Appropriation	1,072,943.00	1,234,470.00
County Funds		
County Appropriation	320,955.00	340,616.00
Total State and County Funds	1,393,898.00	1,575,086.00
Total State, County and Federal Funds	2,342,548.76	2,518,986.77

In addition to the funds shown in the table, Virginia received $20,150.00 reimbursement from T.V.A., $5,000.00 reimbursement from Duke University for the turkish tobacco project, and several other small amounts for special projects.

The budget for the 1952-54 biennium was prepared in 1951 to present to the State Legislature in 1952. Major needs were set forth in the budget in the following order of priority:

1. Continuation of present program and services.
2. Merit raises as earned.
3. Filling of vacant positions.
4. Salary adjustments to new scale.
5. Adjustment of travel to more nearly meet actual requirements.
6. Establishment of new positions.
7. Servicing new positions.

An effort to get adjustments in the salary scale for Extension personnel will be made. To finance such adjustments will require some funds from the Governor's special fund and substantial increases in county funds. The county boards of supervisors will be met by the district agents and the situation explained fully to them.

The budget for the biennium 1954-1956 has to be prepared this year. Funds will be requested to increase the county personnel and a few specialist positions in the most needed areas. About fifteen counties have appropriated for additional assistant county workers who cannot be put on because of lack of funds at the State level.

B. Adjustments in Extension Organization, Assignment of Duties and Division of Responsibility

The ultimate responsibility for over-all policies and conduct of Extension work belongs to the director. An associate director serves as operating head of the organization. One assistant director is in charge of home demonstration work; the other has charge of farm demonstration work. An assistant director has the responsibility of liaison between the specialist staff and the associate director, and assists the director.

Agents in the counties are under the supervision of five men and six women district agents who, in turn, are responsible to the director. Negro work is under the supervision of a state leader and three negro district agents.

No head has been set up on the county level. The farm agent is in charge of farm demonstration work, the home agent in charge of the home demonstration work, and the negro agents in charge of the negro work. Four-H Club work is done by assistant agents under the supervision of the farm and home agents. Frequent conferences of county personnel are encouraged.

In Virginia, the specialists are assigned to subject-matter departments and housed with them. Administratively, they are responsible to the director; for subject matter, they are responsible to the head of the department.

C. Personnel--Numbers, selection, training, supervision, retirement, and salary scales

The effectiveness of any organization depends upon its staff members and their ability to attract volunteer assistants. On the State level, the Extension organization consists of administrative officers, district supervisors and subject-matter specialists. The administrative staff consists of the director, associate director, three assistant directors, and 14 district supervisors. The specialist staff consists of 83 subject-

matter specialists in all phases of agriculture affecting farm and home life. Various unpaid groups, such as the Federation of Home Demonstration Clubs, the State Agricultural Conference Board, the Farm Bureau and Grange, and commodity organizations contribute in an advisory capacity to shaping Extension policies.

In the field, the staff consists of county farm and home agents and assistant agents, both white and negro. County farm demonstration work is carried on in 99 of the 100 counties of the State. The county of Arlington, composed largely of urban population, is the only county without this service. In 55 counties, services of 45 assistant agents, working primarily on 4-H Club work and special commodities, are available. Thirty negro agents serve the Negro race in 32 counties having large negro population. County home demonstration work is carried on in 92 of the 100 counties of the State, including Arlington County, and negro home demonstration work in 29 counties. Home agents are assisted by 15 white assistant agents.

In order to render maximum service to rural people, the Extension Service would need a county farm agent and a county home agent in every county with 500 farm families or less and one additional county worker for each additional 500 farm families. The time of the workers would be apportioned to adult and youth work according to the needs of the county. Negro farm and home agents should be placed in all counties having a substantial negro population. The number of specialists should be sufficient to adequately service the county personnel who are the backbone of the Extension organization.

Selection and Training. Personnel is selected from college graduates either at the time of graduation or after field experience with Extension or with some other agency or business. Agents and other personnel are required to have at least a B.S. degree, and are encouraged to take work for their M.S. and Ph.D. degrees. In-service training is encouraged and some pre-service training is given.

An induction training school for new workers will be held in June. All recently-employed workers will be brought in for this course. It is planned to have at least 25 workers attend Extension summer schools and to take full advantage of scholarship offerings. Detailed plans and arrangements will be worked out for a two-week school in early 1954 at V.P.I. From 75 to 100 workers will attend this school.

Supervision. Supervision needs to be continuously improved. It is planned to have all white supervisors attend the supervisors' conference for the southern states. Some adjustments in supervisory districts need to be made and are planned. These adjustments, if accomplished, should give better coordination of all segments of the program.

4. Securing adequately-trained personnel
5. Personnel training
6. Cooperation with other agencies
7. Public relations
8. Virginia's part in mobilizing civilian defense and other over-all programs

IV. ADMINISTRATIVE PROCEDURES AND POLICIES

Organization. To adequately cover the entire field of procedures and policies would require more space than this plan contemplates. The organizational set-up of the professional staff has already been discussed in detail. However, the professional staff would be hopelessly lost in carrying out an effective program without the assistance of volunteer leaders.

On the county level, the principal voluntary groups cooperating with the Extension Service are the County Boards of Agriculture and similar or allied groups. Such voluntary organizations are made up of (1) a committeeman and a committeewoman from each of the communities in the county, or of commodity or problem representatives; (2) professional representatives of each farm and home agency operating in the county; (3) leaders of farm organizations; and (4) certain other invited members. In some counties, communities are divided into neighborhoods with neighborhood committeemen or committeewomen who are not members of the County Board of Agriculture but function under the community representatives on the Board. Such organizations offer an excellent medium for reaching farm people. Virginia farm men and women and professional workers serve as effective leaders.

The principal activities of the county organizations in 1952 were concerned with programs on production goals, production and conservation of food and feed, conservation of soil and materials, farm labor, the Pasture Program, and bond campaigns. In general, programs were considered first by the county organizations and then carried to communities and neighborhoods by professional workers and lay people through meetings and individual contacts. Leaders assisted in final contacts with individual farm families.

In addition to the county type of organization, 1,756 adult home demonstration clubs, with 40,322 members, functioned effectively. There were 1,933 4-H Clubs with 6,538 leaders. Leaders, chosen by individual clubs, served as a constant source of help and inspiration to their neighbors.

It will be a definite policy to strengthen the organization both of our professional staff and of the voluntary groups. All counties will be encouraged to set up county advisory groups and in preparing long-time programs.

Farm and Home Management. Increased emphasis will be placed on farm and home management. The seed has been planted and will now be nourished. Much good work has already been done, but the work needs to spread and be intensified. Sound financing will add emphasis.

Cooperation with Other Agencies. A definite policy of cooperation with other agencies will be the rule. Only by working together and rubbing shoulders can the personnel of the various agencies work together in a joint program of service to rural people. Relationships between agencies have always been good and will remain so. Difficulties that arise are settled around a conference table at the top and duplication and friction are thus reduced to a minimum.

Evaluation. A study in cooperation with the Division of Field Studies is now under way to evaluate program planning and execution. It is planned to employ a person jointly with the Experiment Station, who will devote one-half time studying Extension methods, procedures, etc. Through these studies, it is hoped to find ways and means of improving the entire program operation.

Youth Work. Four-H Club work is definitely on the upgrade. More emphasis will be put on increasing the number of local leaders and training these leaders. The older youth specialist resigned to accept a position in Washington. A replacement has not yet been secured. This vacancy is hurting our program. Every effort is being made to fill the position. Gains must be consolidated and the program pushed forward.

V. COOPERATION AND INTEGRATION

The Virginia Agricultural Extension Service is one of the three divisions of the School of Agriculture at V.P.I. The other two are resident teaching, which trains young men and women for their chosen vocations, and the Agricultural Experiment Station, which continuously searches out new facts of value to farm people. All divisions work harmoniously together on a common program through an over-all council composed of the Dean of Agriculture and the directors of the Virginia Agricultural Experiment Station and the Virginia Agricultural Extension Service.

The Extension Service is the "college of the field." Through it, the campus of V.P.I. is extended to every community in the State. Citizens of the State, other than resident students, are thus enabled to benefit from the findings of the Experiment Station and the program of the college.

At V.P.I., Extension workers are considered a part of the college staff. They attend agricultural faculty meetings and meetings of the general faculty. Thus, they keep in contact with and are a part of the faculty. There is no distinction between personnel of the various divisions of the School of Agriculture and in the college as a whole.

The final responsibility for the Extension program rests upon the director. He would be foolish, indeed, not to delegate some of this responsibility. Only by such delegation of authority and power to act can an effective program be carried on. On the county level, agents will be made directly responsible to their district agents for programs within the county. The farm and home programs and the 4-H and older youth work will be integrated by frequent conferences of the county staff. Long-time programs and improved plans of work will be the order of the day.

District agents will be responsible to the director for assistance to county personnel both on the programs and administrative procedures. Subject-matter specialists will be responsible for assisting county agents with problems along subject-matter lines. The entire program evolves from and revolves around the county situation. It is the nucleus from which growth must take place.

The Extension director, in view of his position and in view of a common program affecting all rural people, necessarily takes an active part in many agricultural organizations and agencies. A few such activities will be discussed briefly.

Professional Workers

The Extension Service, as an educational agency, is responsible not only for training its own personnel but to a considerable extent for the training of the professional personnel of all other agricultural agencies. We attempt to do this not only through supplying them with printed material but also through training meetings. Professional workers from four or five counties come together for this instruction.

Production and Marketing Administration

The associate director serves as a member of the State PMA Committee. Agents in all counties serve as members of the county PMA committees by virtue of their position and take an active part in the educational phases of the PMA program. Relationships between the Extension Service and the State and county PMA committees have always been good.

The farmer-State and county PMA committees are responsible for the administrative service and regulatory features of the PMA program, and the Extension Service for educational features.

As a result of this cooperation, an unusually effective program has been carried on in Virginia. County agents and other professional workers conduct intensive educational programs on lime, phosphate, legumes, etc.

Virginia Soil Conservation Districts

In 1938, the Extension Service cooperated with the Soil Conservation Service and the farm organizations in getting the General Assembly of Virginia to pass the Virginia Soil Conservation Districts Act. Under the Virginia Act, the director of Extension is a member of the State Soil Conservation Committee, and a county agent is a member of the board of supervisors of each soil conservation district.

Since the passage of this Act, Virginia farmers have organized 23 soil conservation districts which include 90 per cent of the agricultural lands in the State.

At the request of the board of supervisors, the Federal Soil Conservation Service enters into an agreement with each district to furnish certain technical service for the purpose of erosion control. These technicians, with the cooperation of the county agent and other members of the board of supervisors, select farms on which they help the farmer develop long-time programs of erosion control.

The county agents cooperate with the soil conservation technicians in recommending crops, livestock and farm management practices. The soil conservation technicians cooperate with the county agents in securing individual erosion practices on many farms for which it is not possible to give complete erosion control service.

Through a special appropriation from the Virginia legislature, it is possible for the State Soil Conservation Committee to purchase machinery and employ personnel to have charge of the machinery program.

The Extension soil conservationist serves as a joint employee of the Virginia Agricultural Extension Service, SCS, and the State Soil Conservation Committee. He spends considerable time with county agents in the educational phase of the district program. He confers with Extension subject-matter specialists and assists in coordinating the soil and water conservation phases with other phases of the agricultural program.

Extension-TVA Program

The cooperative agreement between the Extension Service and the Tennessee Valley Authority provides for a joint program of agricultural development and watershed protection.

This program was first inaugurated in the eleven Southwest Virginia counties within the watershed of the Tennessee River in the spring of 1935. Since that time, the farm unit type of demonstration has been extended under the Extension-TVA project to other counties outside the Valley area.

In 1952, test demonstrations were conducted on 317 farms in 33 counties.

Farmers' Home Administration

The associate director of Extension serves as a member of the State FHA Committee. In counties, FHA clients receive assistance from county agents on the same basis as other farmers. Personnel of both agencies work closely together.

Soil Conservation Service

Cooperation with the SCS is largely through the soil conservation districts programs. The associate director is a member of the State Soil Conservation Service Committee. Frequent conferences with the State Conservationist keep conflicts to a minimum.

Vocational Agriculture

Close working contact is kept with the Department of Vocational Agriculture. Agricultural and home economics teachers receive assistance in subject matter and specialist assistance in meetings. On the county level, agents and teachers work closely together. Vocational Agriculture and the Extension Service are the two outstanding State agricultural agencies. Both work in close cooperation with V.P.I. It is essential for the welfare of rural people that they work closely together.

Civic Organizations

Emphasis is given to Rotary, Lions, Kiwanis, Ruritan and other civic clubs. Extension speakers on request are furnished whenever possible. Membership in many of these organizations is made up largely of the city businessmen. An opportunity is thus afforded to acquaint them with the agricultural programs. Farmers' nights serve to draw the two groups together and work for closer understanding and better relationships between country and city.

Virginia Bankers' Association

Closest possible working relationships are maintained with the Virginia Bankers' Association. Each county has a designated key banker to serve on the County Agricultural Board. The Extension economist prepares a monthly letter on economic information which is distributed by the bankers to the membership.

The Federal Reserve Bank of Richmond, the Virginia State Bankers' Association and the V.P.I. Extension Service cooperate annually in a series of meetings and other activities. Bankers are especially active in the support of 4-H Club work.

Farm Bureau and Grange

Extension works closely in an educational program with the two general farm organizations with membership in Virginia. The program of these organizations is publicized as a matter of information to our personnel and Extension furnishes speakers on educational topics at many of their meetings. In return, the Extension Service receives excellent backing from these organizations.

Commodity Organizations

Specialists and agents work closely with commodity organizations, such as the Dairymen's Association, Dairy Breed Associations, Dairy Herd Associations, the Beef Cattle Associations, Sheep Producers' Associations, Beekeepers' Association, Rabbit Breeders' Association, Hog and Peanut Growers' Association, Horticultural Society, Potato and Vegetable Growers' Association, Poultry Federation, etc. Such organizations afford an excellent means for putting across a good program. In many instances, they are manned by former Extension personnel.

Other Agencies

Closest possible relationships are maintained with REA, FCA, the State Department of Agriculture, the State Department of Education, and other agencies. Staff members address many meetings held by these agencies and assist along educational lines throughout the year.

A list of some of the college and State committees of which the director or associate director is a member follows:

Agricultural College Council
Virginia State AH Committee
State PMA Committee
State FHA Committee
State SCS Committee
State Soil Conservation Committee
Valley States Conference, TVA
Tree Farm Committee
Land Use Committee on Potomac River Basin
National Advisory Board of National Council
for Community Improvement
Adv. Committee Va. Congress of Parents and Teachers

VI. CALENDAR OF WORK

ACTIVITY	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Annual Extension Conference								X				
Dist. Extension Conferences		X	X		X	X		X			X	
4-H Club Dist. Conferences		X	X					X	X			
4-H Club Week		X										
All Star Conference						X						
4-H Club Short Course						X						
4-H Club Congress											X	X
Home Demonstration Week					X							
Dist. H.D. Club Meetings					X							
Institute of Rural Affairs							X	X				
Monthly Staff Conferences	X	X	X	X	X	X	X	X	X	X	X	X
Agri. Faculty Meetings	X		X		X		X		X		X	
General Faculty Meetings	X			X			X				X	
Commodity Group Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Farm Bureau & Grange Activities	X	X	X	X	X	X	X	X	X	X	X	X
Valley States Conference				X						X		
Land-Grant Meeting											X	
Academy of Science					X							
Agricultural Conference Board		X					X					
Council-VPI School of Agri.	X	X	X	X	X	X	X	X	X	X	X	X
Committee on Training Center for Eff. Administration				X		X				X		
Southern Directors Conf.					X					X		
Marketing Conf. for Extension Directors					X							
Inservice Training School	X											
Induction " "						X						

ANNUAL NARRATIVE ADMINISTRATIVE REPORT

VIRGINIA AGRICULTURAL EXTENSION SERVICE V.P.I.

1954

Virginia

L. B. Dietrick, Director

W. H. Daughtrey, Associate Director

P. H. DeHart, Assistant Director

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ANNUAL NARRATIVE ADMINISTRATIVE REPORT
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1954

INTRODUCTORY STATEMENT

Administration of the Extension program made progress during the year 1954 in spite of the many problems which arose during the year. Throughout the year, we attempted to emphasize efficiency in farm production and marketing, management on the farm and in the home, and the sound development of Extension programs to meet the needs of the farm and rural people. During the year, many emergencies arose which required immediate and detailed attention of the Extension Service. Chief among these was the severe drought which affected most of the Virginia counties. It was particularly serious in about one-third of the State. These emergencies required some adjustment in administrative plans and procedures for the year. However, real service was rendered farm people of the State in working with them on emergency measures.

The program-building phase of Extension work in Virginia is continuing to progress. The administrative staff and supervisory personnel are giving this matter detailed attention and more and more counties are developing a sound procedure for program development. This work has about reached the stage where we feel that we should now develop a definite procedure at the State level for guidance of all counties require that this procedure be used, unless the county staff can vince the administrative and supervisory personnel that it has

e for developing a sound and meaningful Extension program. Work is under way on this.

Funds available to the Extension Service for work during the fiscal year beginning July 1, 1954, totaled $3,004,138 as compared to $2,713,089 in the fiscal year beginning July 1, 1953. More details on available funds will be given later.

Personnel is still one of the critical problems in the State. During the year, extreme difficulty was experienced in the employment of qualified individuals. In addition, some of our most promising young people were lost to other types of employment. One of the big difficulties is the salary scale which is established by the State for Extension workers. We simply have not been in position to compete successfully. This has resulted in not being able to fill a large number of regularly-established positions and only about half of the positions established under the farm and home development phase. Very definitely, efforts for an improved salary scale will be made in the very near future.

During the year, Extension emphasized in-service training for its personnel. In addition to the regular annual Extension conference and regular meetings on a quarterly basis for county personnel, we conduct an in-service training school of two weeks, an induction training for new employees, and employees participated in the Arkansas S School, the Prairie View Summer School, and schools at Corne consin. In addition, subject-matter training schools wer personnel during the year. A one-week intensive trai

counties in the farm and home development phase of the Extension program was held the latter part of the year. This was intensive schooling in the principles of farm and home development, stressing particularly the approach and management phases involved.

There were no major changes in policy during the year. Some difficulty was experienced in a few counties due to the policy of not placing an employee in his or her home county to work. However, these have been resolved except in one case, and it appears that this will be resolved satisfactorily. In spite of the fact that some county governing bodies disagree with this policy, we are still convinced that it is sound and intend to adhere to it until convinced that it is wrong. In several cases where there has been difficulty, we definitely feel that to concede to the county's wishes would be the wrong move entirely.

Working relationships within the organization are good, with the exception of a few spots where personality difficulties are involved. In practically each case of such difficulty, we have been able to resolve the situation satisfactorily. The administration is really proud of the esprit de corps and working relationships within the organization. Working relationships with other agencies are good and have definitely improved during the year. Real effort is made to lay all the cards on the table with any agency where a misunderstanding develops and to iron out the difficulties before real damage is done. This procedure has, no doubt, contributed much to the friendly and good working relationships which exist in the State. It requires effort on the part of all concerned

to establish and maintain good working relationships. I am glad to say that the heads of the various agencies in the State seem to have no hesitancy whatever in coming to the Extension administration with any problem or misunderstanding which involves the Extension Service.

During the year, the State was redistricted into six instead of five supervisory districts. While we were not able to get this redistricting in operation during the year, it will go into effect early in 1955. This should definitely give us a better setup and enable the supervisory staff to give more attention to program details and to be of more assistance to the county personnel in carrying through an effective program.

The rural non-farm population in Virginia is increasing rather rapidly. This is true for the urban population also. These two factors, combined with the demands from farm people, caused the largest volume of calls on the Extension staff for assistance yet experienced. The business and industrial interests of the State worked more effectively with the Extension Service in its over-all program during the year than ever before. It is gratifying to know the ever-growing support of major industrial and business firms for the Extension program and their willingness to give whatever aid and help they can in actually carrying the program through. This has been particularly noteworthy in case of the fertilizer industry, the meat processing plants, the feed industry and financial agencies. The press and radio gave more than normal support to Extension activities during the year.

According to the best information available, 113,000 farm families, 81,000 rural non-farm families, and 70,000 urban families were assisted by Extension programs during the year. It is recognized that there is some duplication in these estimates, but every effort has been made to adjust them as accurately as possible.

FINANCING EXTENSION WORK

The work of the Virginia Agricultural Extension Service is financed almost wholly by Federal, State and county governments. State appropriations are made on a two-year basis while county appropriations are on an annual basis. Slow progress has been made in getting some increase in funds at both the State and county level. The table below gives the amount of funds available from the various sources for the fiscal year 1953--1954, 1954--1955, and estimated amounts for 1955--1956:

I.	Source of funds	Federal	State	County
II.	1953--1954	944,150	1,354,799	387,180
III.	1954--1955	1,162,895	1,487,839	398,598
IV.	1955--1956	1,162,895	1,511,429	410,000

The increase in funds for the biennium 1954--1956, at the State level, was sufficient to enable us to give qualified employees their merit increases and to make a substantial adjustment in the travel allocation for county personnel. The rate of reimbursement was increased from six to seven cents per mile for this group of workers.

Budget requests to the State Legislature are submitted separately from the budget of the rest of the institution. The entire institution works on all budget phases as a unit. However, the Extension Service's budget is appropriated direct by the State Legislature and is not an integral part of the college budget. The Conference Board, which is composed of the leading commodity organizations and cooperatives throughout the State, has been one of the principal sources of support for the budget before the Legislature. Other key leaders have joined with the Conference Board in presenting the case of the Extension Service and have been most helpful. Usually, the institution as a whole has an opportunity to appear before the appropriate committees and give testimony as to the needs of the institution. At such hearings, the Director handles the budget for the Extension Service.

Throughout the year, we attempt to give pertinent information to members of the Legislature and invite them to attend Extension functions both at the State level and within their districts.

An increase of approximately $11,417 was secured from county governing boards for the current fiscal year. We are approaching this with the county boards on the basis of the county's carrying a fair share of the total cost of the county unit. This approach seems to be gradually taking hold and a study for the last five years indicates an average yearly increase of $20,442.

Since the State Legislature will not meet until 1956, there will be no opportunity for further increase in State appropriations. However,

the budget for the 1956--1958 biennium will have to be prepared during the year 1955. The high priority will be for sufficient funds to materially adjust the present salary schedules for county Extension workers. Prior to this, we hope to have a revised schedule approved by the Governor which will be the basis for budget calculations. Very frankly, there seems to be little opportunity for any larger increase in State appropriations until there is some revision in the tax structure of the State.

At the county level, we are going to continue to work at increased county appropriations. The same procedure will be used, i.e., discussing the situation with the county governing bodies, analyzing the cost of the Extension unit, and suggesting to them a fair share of the cost as the county's appropriation for Extension work. Here, in Virginia, the counties are really "up against it" financially due to the rapid increase in school population, the limited tax resources left to the county, and general increase in cost of government. It would be unrealistic to expect too large an increase. However, we do expect to have an increase of $10,000 to $12,000 in county appropriations for already-established positions during the year 1955--56.

In addition to the funds discussed above, during the year 1954--55, $21,452 was available from the Tennessee Valley Authority in connection with the cooperative work in the Tennessee Valley Watershed counties. This, of course, is an earmarked fund for specific work in the test-demon-

stration program and closely related activities. The cooperative project with the Southeastern Aromatic Tobacco Association was continued and $6,492 was available from this source to help defray the expense of this work.

As indicated earlier in this report, one of our big problems financially is an adequate salary scale. Roughly, it will take $240,000 per annum to adjust the present salary scale to a reasonable level so that the Extension Service can be competitive for the best young men and women. Real effort must be made in this direction.

EXTENSION ORGANIZATION

For the year 1954, the following positions were established in the Extension Service. A conservative estimate is that at least ten per cent of these positions were vacant some time during the year. The following positions were in effect in 1954:

State Level

	White		Negro	
	Men	Women	Men	Women
Administrative Officers	3	1	1	
Accountant	1			
Subject-matter Specialists (full-time)	53	8		
Subject-matter Specialists (part-time)	18	2		
Clerical and Stenographic Personnel	6	43		1

District Level

	White		Negro	
	Men	Women	Men	Women
District Agents	5	6	1	2
Clerical and Stenographic Personnel		1		

County Level

County Agents	97		31	
Assistant County Agents	65			
Home Demonstration Agents		95		31
Assistant Home Demonstration Agents		21		
Clerical and Stenographic Personnel		97		

The major changes in Extension organization during the year were the creation of the sixth supervisory district, which will be effective in early 1955, and the integrating of the farm and home development phase of the Extension program. The six supervisory districts will give each district supervisor approximately sixteen counties to supervise in all Extension phases. This compares with approximately twenty counties under the old system and is designed to improve supervision by allowing the supervisors more time to work with the agents on the Extension program, in building good public relations, and in building effective program planning procedures. It is believed that this adjustment is going to materially improve the thoroughness with which Extension activities are carried out.

No major change was made in the administrative organization to intensify the farm and home development phase. This phase of the program will fit into the present administrative organization and be under the direct supervision of the district agents. Assistant Director George C. Herring has been assigned primary responsibility for coordinating the farm and home development phase at the State level and following through for the administration. A number of committees, dealing with the separate phases of farm and home development, have been appointed to serve as advisory committees to the administration. The purpose of these committees is twofold: (1) To make recommendations and advise with the administration on methods and procedures for carrying through the farm and home development phase and (2) to involve as large number of the staff as possible in developing this total phase of the Extension program. So far, this plan seems to be working well and we have had indications that it is much more acceptable to our field and specialist staff than to bring in an individual who would be the director, so to speak, of farm and home development. The staff feels that farm and home development is more a part of the total Extension program and not something separate and apart from the program which has been going. Administratively, this procedure seems to be working well.

There have been no other major adjustments in administrative procedure and assignments during the year.

PERSONNEL MANAGEMENT

In Virginia, we attempt to do a rather careful job in the total area of personnel management. For a number of years, minimum requirements for employment with the Extension Service have been a B. S. Degree from a recognized school of agriculture or home economics and an indicated aptitude for Extension work. A farm background is desirable, but not a strict requirement.

All personnel is employed on a temporary basis for the first year. If, at the end of this period, the work is satisfactory and the individual shows promise for Extension work an indefinite appointment is given.

In recruiting, we try to use all available sources. The district agents and the administrative staff have the primary responsibility for recruiting. This group works closely with the various departments of the college in interesting outstanding young men and women in Extension. We also work closely with the county personnel to get leads on any promising material so that these can be followed up by the appropriate supervisor or administrative official. We follow the practice of having all applicants interviewed by the administrative staff and the district supervisor before employment. While it is the responsibility of the Director's office to employ personnel, we follow the policy of not employing anyone for a position in a district who does not have the approval of the appropriate district supervisor. We find that this system gives us a double check on appraisal of individuals being considered for appointment and is quite satisfactory.

During the year 1954, training was emphasized. The Extension Service, in cooperation with the Dean of Agriculture, was able to get approval from the college administration to revise and strengthen the Extension courses offered at the undergraduate level. The courses were completely revised and an instructor placed in charge who had training in Extension Education. These courses will be offered on the adjusted basis beginning in the spring of 1955.

The annual Extension conference and the quarterly district meetings are used primarily as training situations. The annual Extension conference is devoted to over-all broad topics involving all segments of Extension activities. The district conferences usually cover those items of current interest and rather specific instruction given for carrying through on definite problems or definite activities of current interest. In addition to this, much time was devoted to training for the farm and home development phase during the year. This activity received major consideration at the annual Extension conference and was a subject of further discussion and training at the fall district conferences. During early December, the personnel of all pilot counties received a week's intensive training in farm and home development. During this training period, basic and fundamental information was given and an actual study case was worked on by the group. The basic information for the clinic farm and home was secured prior to the training school. The agents then visited the farm and were broken down into work groups to work through the problems and develop alternatives for improving the farm and home

operation. This was considered a highly successful school.

Following this school, plans were made to give the personnel of all non-pilot counties instruction in farm and home development. These were on a two-day basis and were a streamline version of the school for pilot counties.

Resource material was prepared for the use of all Extension personnel in farm and home development and it is considered that the handbook prepared in connection with this phase of the program is one of the most complete and comprehensive yet prepared.

In addition to the above training, personnel attended formal organized training within and without the State as indicated by the following:

Arkansas	21
Cornell	1
Wisconsin	1
Prairie View	2
Irrigation School	1
Two-week training course for Virginia Extension Workers, V.P.I.	61
One-week induction training course for new employees, V.P.I.	16

Extension employees were supplied with resource material throughout the year and were encouraged in every way possible to carry on a self-improvement program through reading, exchange of materials, and attendance at important discussions.

Each Extension employee and his or her activities are continuously evaluated by the administration, district agents and project leaders. Under the Virginia Personnel System, we are required to rate each employee, subject to the System, once a year. In this rating, we not only evaluate the performance of each individual but use this as a basis of discussion with the individual in our continuous effort to help each worker improve and strengthen the program for which he has responsibility. The discussions with the individuals are the most valuable part of the evaluation or rating program.

Supervision of Extension workers in 1954 followed the pattern of past years and was by the district agents. During the year, there were five men district agents and five women district agents for white workers and four supervisors for the Negro work. These people are responsible for total supervision within their district. They are also responsible for handling many of the administrative problems which arise within the district and are always consulted on any administrative problems before action is taken. During the year, there was a marked improvement in supervision. The district agents are more completely recognizing the difference between effective supervision and the administrative and trouble-shooting activities which, of necessity, must be carried on from time to time. The creation of the sixth supervisory district, thus reducing the load per individual, promises to do much to improve our supervision and help to county personnel. When this gets fully into operation, more time will be available to the district agents to work intensively with county personnel on program development and execution

and should result in materially strengthening the county Extension program within a reasonable length of time.

The supervision of subject-matter specialists is through the project leader for each activity. The project leader is responsible for the overall subject-matter program. He has responsibility for coordinating the activities of the various specialists within the department and for handling any items of administration with the Director. The department head, who in most cases is a joint employee of the College, the Experiment Station and the Extension Service, is responsible for coordinating subject-matter activities between the three divisions.

Under the personnel program of both the college and the State Personnel System, each position is classified and a salary range established for the position. It is provided that individuals whose work measures up to the proper standards will receive administrative increases within this range at stated intervals. Basically, this interval is twelve months for those employees receiving a salary of less than $5000 per annum and eighteen months for those whose salary is over $5000 per annum. The basic problem at this time is that the salary scales established for Extension workers, especially county personnel, are too low. Every effort will be made to get an upward revision in the salary scale approved by the Governor. Even though funds may not be available for putting the scale into effect immediately, if the revised schedule can be obtained, it will do much to boost the morale of present employees and much to attract the most promising young men and women to Extension. It will also aid materially in getting

additional funds from the next session of the General Assembly for improving the salaries. It has been definitely decided that one of the high priorities in requests for the next biennium will be funds for improved salaries. This is essential if we are to compete with other State and Federal agencies and with industrial organizations.

During the year, we were able to make an adjustment from six to seven cents per mile in the rate of reimbursement for travel of county personnel. This adjustment went into effect July 1, and had a real effect in improving the morale of our workers.

Some adjustment, approximately $240 per annum, was made in the salary of subject-matter specialists along with college and experiment station personnel during the year. This was made possible by economies in operation and a grant from the Governor for this specific purpose.

There were no changes in retirement plans during the current year. Extension employees are still subject to the State Retirement Plan. Participation in Federal retirement was made a condition of employment for all individuals holding Federal appointment. If I am not mistaken, we now have all eligible employees participating in Federal Retirement. A great deal of effort and time was devoted to this during the year and all workers were given an opportunity to raise questions concerning the Federal Retirement Plan and the policies adopted in connection therewith.

Continuous effort was made throughout the year to improve working conditions. While many county offices are still inadequate, it is

reasonable to say that county officials have cooperated nicely with the Extension Service in improving the working conditions within the offices. Most offices are now reasonably well equipped and have basic supplies and equipment for doing an adequate job. Rearrangement of office facilities, without a great deal of cost, can be accomplished. However, this requires the cooperation of the county governing bodies and we can move no faster than this group is willing to go. Continuous effort will be made for improved facilities.

The prospect for hiring workers in competition with other agencies and commercial organizations is not too bright. As indicated above, real effort will be made to get an improved salary schedule. Unless this can be accomplished, prospects will deteriorate rather than improve. No effort will be spared to prevent this deterioration.

PROGRAM DEVELOPMENT

The Extension administration attempts to establish guideposts for county personnel, the various subject-matter departments, and supervisory staff in program development. This consists of major trends in the State, problems resulting from these trends, and indicated adjustments needed to help solve the problems. While we do not have a formally-organized State advisory committee, the administration consults frequently with the leaders in the many commodity organizations and groups, the leading farm organizations and other State and Federal agencies on State-wide problems. It seeks advice and support from these groups in developing its guideposts and objectives on a State-wide basis. The emphasis during the year has been to weave into

the county programs problems and trends of State-wide application so that they can be dealt with at the county, community and farm level. There is still much need for a more comprehensive written statement of State-wide problems and objectives. While these are pretty clear in the minds of the administrative and supervisory staff, it is recognized that they should be reduced to writing.

Progress was made during the year on more effective planning and program building at the county level. The supervisory staff is conscious of need for program development committees and lay participation in program development. The system which has evolved largely through trial and error is a system of problem committees. These separate committees work on problems and goals for their area of responsibility. The work of these committees has been brought together at the county level and coordinated under three broad topics: (1) Agricultural Programs; (2) Home Economics Programs; and (3) Youth Programs. These three topics have been coordinated into an over-all Extension county program. In developing the program planning procedure, we have attempted and will continue to emphasize planning procedure and execution rather than organization for planning. While we recognize that the two must go hand in hand, we are definitely convinced that the emphasis should be on the procedure and the use of lay leaders rather than having the emphasis on organization.

During the year, the administrative staff and supervisory staff have devoted a good deal of time to developing a State-wide procedure in program planning. This is the result of a felt need on the part of

supervisors and they are involved in developing the procedure. While this is taking time, the administration is convinced that the complete involvement of the supervisory staff in developing this procedure is the greatest assurance possible that it will be workable and that it will be placed into effect in all counties. It is now planned to have this procedure crystallized and made a major item of training during the 1955 annual Extension conference. Much resource material has been gathered and studied in connection with this development.

During the year, a great deal of emphasis was given to public policy. The major burden of this program has been carried by our Agricultural Economics Department. One topic, "Some Considerations in a Pricing Program," has been discussed with leaders throughout the State during the year. Not only has this discussion been given to agricultural and rural leaders but to many civic clubs, industrial and urban groups. It has been handled well and, from all reports, has stimulated much discussion and thinking on the part of leaders throughout the State. A second topic was developed during the year entitled, "State Services and How Financed." This is an objective and unbiased presentation of services now rendered by the State of Virginia and the sources of revenue to finance these services. With the critical financial situation in the State to meet the many demands, this is a particularly timely discussion and one in which a lot of interest in indicated. The discussions got under way in the late fall and will continue through 1955.

In addition to these two broad topics to which a great deal of time is being devoted, discussions, news releases and radio presentations have been given on other topics in the public policy field. A week of public-policy-discussion methods and procedures was given at the two-week in-service training school on the V.P.I. campus.

The farm and home development phase of Extension was developed essentially as follows. The administrative staff gave a good deal of thought and conference time to this topic and coordinated its thinking on the approach and methods of initiating it. It then held a two-day session with the district agents where the provisions for the use of the additional Federal funds and procedure for initiating the activity were thoroughly discussed. Everyone was given an opportunity to express thoughts and opinions and to make suggestions. This conference was followed by a conference of administrative personnel, district agents, subject-matter department heads, and subject-matter project leaders where the total program was again discussed, objectives outlined, and the group given an opportunity to make suggestions, advise on procedure, etc. This same group also assisted in setting up a criteria for the selection of pilot counties. As a result of these conferences, four committees were established with farm and home development: (1) An over-all advisory committee to the administration; (2) a committee on objectives; (3) a committee on training; and (4) a committee on evaluation and records. These committees have done an excellent job up to the present time and have involved practically all of the headquarter's staff in their deliberation.

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The work of these committees has largely guided the administration in its initiation and development of this phase.

In addition to the procedure outlined above, the proposed work has been discussed with the leading farm organizations and with the other agricultural agencies in the State, and suggestions invited. Methods of coordinating activities in the farm and home development phase were given especial attention in conferences with the other agencies working in the field of agriculture. I am glad to say that no major conflicts have appeared so far and we believe that by close cooperation the farm and home development program will afford real opportunity for coordinated effort and mutual understanding.

In the field of marketing, a new position was established in consumer education. Unfortunately, we have not been able to secure a qualified person for this position and it has not been activated. It is sincerely hoped that this can be activated in the near future. Also, we have had a vacancy in our dairy marketing position for most of the year. This has severely handicapped this phase of our marketing program. However, we have attempted to intensify our marketing work through coordinated effort. Emphasis has been placed on quality products, consumer appeal, and timely marketing. A great deal of emphasis has been placed on good buys from the consumer standpoint by our food and nutrition people, home demonstration agents and marketing specialists.

A lot of assistance was given during the year to the cities of Richmond, Norfolk, and Lynchburg in the development of plans and

possibilities for modern, up-to-date wholesale markets. This work has been in cooperation with market authorities and the State Department of Agriculture. It bids fair to pay off in the establishment of modern marketing facilities at these points.

Emphasis was also given during the year to standardization of products. In cooperation with the State Department of Agriculture, a rather effective educational and action program is carried out in this field.

A junior tobacco contest was initiated and operated for the first time during 1954. The primary emphasis in this contest was on the production of quality, the kind of quality the market is demanding, proper preparation for marketing, and the actual marketing. This activity was sponsored by the tobacco warehousemen throughout the State.

Needless to say, some of the suggestions given by Extension workers for consideration by the people generally in improving the market situation for particular commodities have drawn fire from some segments of the industries. This is to be expected but should in no way result in hamstringing Extension workers in their effort to do an effective educational job. We will just have to take the fire and try to turn it into a general flame of progress.

In all Extension activities, subject-matter wise as well as in the broad over-all program, emphasis has been placed on efficiency, the reduction of cost and good management as ways of meeting the price-cost squeeze being experienced by agriculture.

As indicated above, in our program development and execution work, we are attempting to emphasize procedures rather than organizations. However, it is readily recognized that to carry out an effective procedure leadership must be developed and brought together in an organized way. There is no one pattern followed throughout the State in the selection and organization of leaders and leadership. Basically, the pattern for those counties which do not have organized leadership or committees is for the county staff to invite in a few key leaders and seek their advice and assistance in selecting the right individuals and in getting the right distribution of leadership for the county committees, commodity committees, problem committees, and special interest committees which assist in developing a long-time county program and annual goals or objectives. In certain counties, it is provided that membership on such committees and boards will rotate and that any individual can serve continuously only a given number of years. In such setups, the existing county board or county committee, along with the county Extension personnel, names new members to the committee or board. Experience seems to indicate that such committees or boards should be established with provisions for rotating the membership and thus allowing for new blood to have an opportunity to function. In all such committees and boards, an attempt is made to bring in representation from the business interests of the county.

Training is given this leadership by both Extension specialists and county personnel. In many areas of activity, leader-training schools are held. The training of leaders on an organized and rather formal

basis is further advanced with our home economics and 4-H Club programs than with the strictly agricultural program. However, progress is being made in all areas. Much informal training is given to leaders through farm visits, discussion of procedures to be used in executing various phases of the county Extension program and guidance to the leaders in accomplishing their accepted responsibilities. The growing recognition of Extension workers as to the value of using leadership in both planning and carrying out an effective Extension program is encouraging.

Leadership is recognized in many ways. The following are probably the most often used methods of recognizing leaders at the county or area level: (1) Recognition dinners; (2) the awarding of certificates of recognition; (3) local publicity, playing up the activities and accomplishments of local leaders; (4) the presentation of leadership pins; and (5) giving leaders a major responsibility in major county events.

V.P.I. continues its practice of awarding two certificates of merit to leaders who have made outstanding contributions to rural Virginia. This is an outstanding recognition on a State-wide basis. The recipients in 1954 were Mr. T. T. Curtis, Orange, Virginia, and Mr. G. H. Blalock, Baskerville, Virginia. Both of these men have rendered outstanding service to agriculture in many capacities over the years. Both are generally recognized by the public as farm leaders and men of ability and devotion to the cause of an improved rural life.

During 1954, a real start was made on more effective use of 4-H Club All Stars in leadership roles. The All Star chapters have been reorganized on a county basis, have established district organizations

which coincide with the Extension supervisory districts, and taken as the principal objective leadership and assistance to the 4-H clubs. It is hoped and believed that this reorganization of the 4-H All Stars will help meet some of our leadership needs and will stimulate the All Stars to take an active interest in the total Extension program. There is a lot of real leadership available.

Another leadership training activity on a State-wide basis is the annual Institute of Rural Affairs. This function is designed to attract the rural leadership of Virginia and to bring to it information on the broad problems of agriculture, family living and society as a whole. Every effort is made to bring to these leaders talks and discussions on some of the outstanding international, national and state problems.

BROAD EXTENSION PROGRAMS

It is a little difficult to separate individual phases of the total Extension program which have been outstanding in helping to solve major rural problems. A few which the Director feels have contributed materially to the solving of rural problems during the year are discussed briefly as an indication of the total effort.

The program in home demonstration activities has contributed much toward improving our nutritional situation. Emphasis here has been on a well-balanced adequate diet along with a production program to supply this diet. Likewise, the program has emphasized consumer education in the purchase of clothing, household equipment, and other home essentials. These phases have materially helped solve the problem of many families

in meeting essential home needs on a limited budget and making the most practical and effective use of available clothing, household equipment, etc.

The activities in public affairs have contributed materially to the progress made in getting rural people conscious of basic and fundamental factors which must be taken into consideration in the development of a sound, long-time agricultural program. They have also contributed to a better understanding of the inter-relationship and dependency of agriculture and industry.

Work in connection with the efficient use of fertilizer has been a contributing factor in the lowering of the cost of production and getting maximum benefits for the dollar expended in fertilizers, labor, and other production costs.

The emergency feed program conducted by the Extension Service during 1954 helped to a large extent in solving the feed supply program. This, coupled with educational activities in the culling of herds and in management, enabled many farmers to hang on to their herds and flocks who would otherwise have had to liquidate. Likewise, the Extension Service worked closely with the State Department of Agriculture and the Agricultural Conservation Service in organizing and handling the emergency feed and hay programs which were applicable to about one-fourth of the State.

Marketing work has played no small part in helping to solve some of the major rural problems. The work with the livestock and poultry

industry has definitely contributed to more orderly marketing, greater recognition of quality production, and proper handling at marketing time. Likewise, this marketing program is paying off in the production and marketing of quality truck. Through the combined efforts of the State Department of Agriculture and the Extension Service, buyers were induced to come into Virginia at peak harvest time. This resulted in a better market than would have otherwise existed.

Very definitely, the work of the Extension Service in the marketing of feeder calves, lambs and wool has resulted in the farmers' getting a better return and is helping to build a reputation outside of Virginia for quality products in these categories.

Work which has been done in the field of rural electrification, its proper use, and obtaining the right kind of electrical equipment for specific jobs, has helped to meet many problems facing Virginia farms and farm families. It is now estimated that rural Virginia is ninety-seven per cent electrified. The wise and efficient use of electricity has contributed in many ways to meeting the labor needs on farms, increasing farm efficiency, and making the home a more pleasant place and a more efficient place in which to live.

The above are cited as examples of ways in which the broad over-all Extension program has helped to meet the problems of rural Virginia. Of course, many others could be cited.

In these programs, where coordinated effort and activity on the part of the other agricultural agencies are indicated, every effort is

made to work out methods of procedure and understanding before initiating the project. It is the common practice for the Director of Extension and his staff to meet with the heads of other agencies and their staffs to discuss mutual problems, to clear up any misunderstandings which may exist, and to work out methods of procedure to coordinate efforts and activities, and thus render the maximum service to rural people. In Virginia, we have a very few formal memoranda of understanding. We proceed on the basis that performance is much more important and much more workable than a memorandum of understanding. Therefore, we spend our effort in trying to get the right kind of understanding, the right relationship, and following through to see that Extension makes the proper and honest effort to cooperate and coordinate activities in the best interest of rural people. Also, the district agents and county agents are urged to have frequent conferences with their counterparts in the other agencies. We have been rather successful in getting this accomplished and it is believed that we have a basic workable understanding with all agencies. Of course, we have individual cases where misunderstandings occur and where personality clashes make it difficult to obtain the kind of working relationship desired. These, I expect, are human and we will just have to live with them and work with them in the best way possible.

During the year, the administrative staff served on the following committees:

1. The State ASC Committee

2. The State Farmers' Home Administration Committee
3. The Drought Emergency Committee
4. The Virginia Council of Health and Medical Care
5. The Virginia Adult Education Association
6. The Farm Safety Committee
7. The Technical Committee on Soil Conservation
8. The State Soil Conservation Committee
9. A joint Extension and Practicing Veterinarians' Committee
10. The National Extension Organization and Policy Committee
11. The Virginia State Farm Bureau Board of Directors
12. Virginia Resource Use Education Council
13. Executive Committee of Virginia Rural Safety Council
14. Virginia Farm Labor Committee
15. Potomac River Basin Commission
16. Virginia State Parent Teachers' Association
17. State Soil Conservation Service Committee
18. Advisory Committee, National 4-H Club Foundation

PUBLIC RELATIONS

Throughout the year 1954, improvement in public relations has been stressed. Considerable time has been devoted by both the administrative and supervisory staffs in assisting agricultural groups, industrial groups, and business groups in organizing certain activities peculiar to the

individual group. Emphasis has been placed on recognizing leadership which has been instrumental in helping to carry through an effective Extension program. Similarly, we have given special attention to keeping the boards of supervisors, members of the Legislature, and members of Congress informed on the activities and progress of the Extension Service. In the field of public relations, we have had good support from the press, radio and television. Also, the farm magazines with circulation in Virginia have been especially helpful in promoting the public relations program.

Special attention has been given public relations within the institution. The writer believes that it will be difficult to find a situation where there is better understanding between the three divisions of the School of Agriculture or between the Extension Service and the administration of the institution. We report regularly to the Agricultural Committee of the Board of Visitors, and have frequent conferences with the President on problems peculiar to the Extension Service and on the progress which is being made with the various phases of the Extension program.

The Dean of the School of Agriculture, the Director of the Experiment Station, and the Director of the Extension Service meet each month to discuss problems involving the three divisions. Conferences between these monthly meetings are called as are necessary to clear any items of mutual interest or to initiate any action involving the entire School of Agriculture. This has done much to promote teamwork on the part of all three divisions.

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MAJOR CHANGES IN ADMINISTRATION

No major changes in administrative plans and policies are contemplated for 1955. The six supervisory districts will become active in early 1955. This, however, will not cause any change in administrative procedure or policy but rather it is hoped will make present policies and procedures more effective at the county level.

There is under way a study of handling the personnel records for the entire institution. This study involves the Extension Service. While the study may indicate and result in some changes in the procedure for handling details of personnel records, it is not contemplated that any changes of basic policy or procedure will be effected.

State Level

	White		Negro	
	Men	Women	Men	Women
Administrative Officers	3	1	1	
Accountant	1			
Subject-matter Specialists (full time)	59	9		
Subject-matter Specialists (Part time)	19	2		
Clerical and Stenographic Personnel	8	46		1

District Level

District Agents	6	7	1	2
Asst. County Agent	39		2	
HDA	42		1	
Asst. HDA	38		1	
Clerical and Steno.	103		1	4

ANNUAL NARRATIVE ADMINISTRATIVE REPORT

VIRGINIA AGRICULTURAL EXTENSION SERVICE

1953

L. H. Dietrick, Director

W. H. Daughtrey, Associate Director

P. H. DeHart, Assistant Director

ANNUAL NARRATIVE /DMINISTRATIVE REPORT
VIRGINIA AGRICULTURAL EXTENSION SERVICE

1953

Nineteen hundred fifty-three was a busy year with the Virginia Agricultural Extension Service. It was characterized by farmers facing a year of somewhat lower prices for their commodities and relatively high prices for production goods. This made it necessary to try to adjust programs so as to meet the situation. The situation was further complicated by a severe drought. As a result of the drought, many farms were deficient on feed supplies for the winter months.

Progress was made during the year 1953 in securing some additional financial aid for Extension, primarily from county sources. More details are given below. Funds were not available, however, to increase the personnel. There are a lot of areas which need to be serviced more adequately. However, under present budget limitations, these areas could not be properly served and additions could not be made to the staff. Progress was made in obtaining better trained personnel and in giving additional training to personnel already employed. The supply of personnel was somewhat better in 1953 than in preceding years. This allowed a freer rein in selection of the best trained and best qualified personnel to fill vacancies. In-service training and induction training were emphasized during the year 1953, with gratifying results. More details are given below. During the year 1953, the policy of not employing a person to work in his or her home county was put into effect. This policy was definitely adopted

out of experience and it is believed will improve the over-all Extension program. Efforts to improve working relationships within the organization and with county governing boards, the institution as a whole, and other agencies were made during 1953, with encouraging results. Rather periodic reports have been made to county governing boards and to other key officials throughout the year. Evidence indicates that this has been a healthy practice and that such individuals and boards appreciate being kept informed and up to date on Extension activities. Educational contacts with the boards of supervisors by the Extension supervisory staff have been encouraged during the year. These relationships are highly desirable and we hope to strengthen them in the future.

One of the problems of any state Extension Service, certainly that of the Virginia Agricultural Extension Service, is to continue to take on more and more activities with the same personnel. It is difficult to drop a program when it is necessary to take on a new one. Generally, this results in less effective work in many areas of Extension activity. However, during 1953, more emphasis was given to the marketing phases of Extension activities, to public policy discussions, and to consumer education. While progress was made in these three broad areas, the situation is still wholly inadequate and a substantially increased staff appears to be the only real solution to the problem.

Progress was made in 1953 in better planning of county programs and more effective use of lay leadership. This is a phase which has received attention over the years, but it appears that the work which has gone into it is beginning to pay off. More and more counties have effectively organized county program committees and involved these committees in planning

the program, in scheduling the various work activities, and in carrying through the planned program. There was marked improvement in the coordination of activities of specialists between the various departments and between the specialists and county personnel. Much of this credit must go to the assistant director in charge of agricultural programs, the assistant director in charge of home demonstration programs, and the district agents. This group has worked effectively at both the State and county levels in improving the coordination and integration of the various phases of the total Extension program. Emphasis has been given during the year to an over-all Extension program with its component parts.

The morale of the staff throughout the year has been high in spite of many handicaps. Extension workers in Virginia do not receive salaries commensurate with the work load and responsibility. In spite of this, a very, very high percentage of the group has a love for the work and a desire to serve people which keeps them going at top speed.

Throughout the year, emphasis has been given to working relationships with other organizations, especially the general farm organizations, and Federal and State agencies working primarily with farm people. Relationships between the groups in the State are good, and I believe improved during the year. However, the peak of perfection has not been reached and work continues on this phase of our activity.

The drought of 1953 created an emergency which required the attention of Extension personnel and consumed a great deal of the time of the county agents and certain of the subject-matter specialists. Approximately two-thirds of the counties of Virginia were declared drought emergency counties by the Secretary. In these counties, the county

agent served as a member of the drought committee and rendered real service and assistance in this capacity. In the same counties, the county agent served as the representative for the State emergency hay program. The emergency hay program was handled cooperatively by the State Department of Agriculture and the Extension Service. Funds were allocated to the State by the Secretary of Agriculture. The State Department of Agriculture handled the funds, made payments to hay dealers at the specified subsidy rates, and handled the clerical work in connection with the program at the State level. The county agent was responsible for the program at the county level. The drought committee appointed to handle the Federal emergency feed program served as the committee for the emergency hay program.

In this emergency, the three departments, Agronomy, Animal Husbandry and Dairy Husbandry, did effective work in preparing recommendations to help meet the emergency. The material so prepared was given wide distribution and used by many industrial and business concerns throughout the State. Teams from these three departments assisted in meetings throughout the entire State to discuss with farm people and professional agricultural workers feeding practices which would enable the farmers to get through the winter months with basic and foundation herds at a minimum of cost. These discussions centered around utilizing available feeds in the most efficient manner and methods of supplementing these feeds to stretch them. Much favorable reaction resulted from this effort and there is no doubt that it helped the morale and pocketbook of our livestock producers.

There is little doubt that farm people expect a great deal of Extension workers during an emergency. The way in which Virginia Extension workers respond to such situations and give their best is most gratifying.

FINANCING EXTENSION WORK

Given below is a statement of funds available for conducting Extension work during the year 1953-54, as compared to the year 1952-53:

Source of Funds	Year 1952-53	Year 1953-54
Federal	$ 943,860	$ 944,111
State	1,258,168	1,354,799
County	340,616	387,180
Total	2,542,644	2,686,090

In addition to the funds shown in the table above, $16,946 was received from the T.V.A. in connection with cooperative work, principally in the watershed counties of the Tennessee Valley which lie within Virginia. $5,695 was received from the Southeastern Aromatic Tobacco Association to help defray the expenses of Extension work in the production and curing of aromatic tobacco.

During the year, special emphasis was given to increased county appropriations. This activity was handled largely through our district agents. The procedure was developed in consultation with the district agents and they gave their whole-hearted support to the effort. The need for additional financing was presented to the county governing boards on the basis of the county's caring a fair share of the total load for the Extension unit. Most counties in Virginia are facing a financial squeeze

due to the increased cost in meeting the public school situation. Also, the tightening of the general economic situation resulting in somewhat less county revenues made this a more difficult problem. However, we were successful in getting an increase in county appropriations in the amount of $46,564 for the fiscal year 1953-54. This amount enabled the Extension Service to put into effect a salary adjustment for county Extension workers authorized by the Governor. Except for this effort and the results obtained, this adjustment could not have been made. Needless to say, the adjustment in salary did much to boost the morale of the Extension personnel.

It will be noted that there was some increase in the funds available from State appropriations for the year 1953-54, as compared to 1952-53. Approximately, $71,000 of this was allocated by the Governor for basic salary adjustments. The remainder was in the regular appropriation and just about covered the merit increases due Extension workers in the last year of the biennium.

The budget for the next biennium, i.e., 1954-55---1955-56, was prepared during the year. A total increase of $720,222 was requested. Of this amount, $433,193 represented the increase necessary to continue the program at the present level with some adjustment in basic salary, travel, and other contractual services. $394,029 was requested for the establishment of twenty county positions and ten State positions in the different subject-matter fields. Representatives of the Agricultural Conference Board assisted in developing the budget requests and setting forth the most urgent needs. This Board has organized and made plans to assist in presenting the budget to the State Legislature. Contacts

have already been had with key people in the Legislature, especially on the appropriations committee, by representatives of the Agricultural Conference Board. It is sincerely hoped that this effort will pay off. Rather detailed information was developed for use by this group on what Extension and research have meant to the State and some of the urgent needs which must be met if Virginia's agriculture is to continue to progress. In handling the State budget, the institution presents a united front. While three separate budgets are presented, i.e., the college proper, the Experiment Station and the Extension Service, the needs are presented from an institutional standpoint and agreement is always reached as to what items must take priority. The support of the college administration in presenting Extension needs has been very fine.

The priorities set forth in the budget request were as follows: (1) Continuation of present program and services; (2) the giving of merit raises as earned to employees; (3) the filling of vacant positions; (4) adjustment of travel, especially for county personnel, to more nearly meet actual requirements; and (5) establishment of new positions and servicing these positions.

EXTENSION ORGANIZATION

The Extension Service is a recognized branch of the Virginia Polytechnic Institute. Its employees are considered as faculty members of the institution. The director of Extension reports through the Dean of Agriculture to the President and Board of Visitors of the institution. At the present time, Director L. B. Dietrick is serving as Dean of the School of Agriculture and as Director of Extension. The rest of the administrative staff is composed of an associate director, who is responsible

for operations; an assistant director, primarily responsible for finances, procurement, personnel and related over-all activities; an assistant director, in charge of agricultural programs; and an assistant director, in charge of home demonstration programs. The State is divided into five supervisory districts with a man and woman supervisor assigned to each district. Negro work is supervised under the direction of the director by a staff of four Negro supervisory personnel: A State Agent, in general charge; one man supervisor; and two women supervisors. The pattern of subject-matter organization is to have the department head a three-way employee responsible for coordination of subject matter between the three divisions, i.e., teaching, research and Extension, and for integrating the total program so as to make its application most effective. This goal has not been completely reached but is now about 75 to 80 percent accomplished. It is proving advantageous in many respects. In addition, the pattern is to have an Extension project leader in each subject-matter division responsible for the Extension activities. The project leader is responsible to the administration for the actual conduct of the Extension program for the department. There are still a few departments for which a project leader has not yet been designated. This condition is being gradually corrected and it is hoped can be fully accomplished within a few years.

District agents are given full responsibility for supervision and administration within their respective districts. Every effort is made during the year to have them fully realize this responsibility and give them needed help in carrying out the responsibility. District agents are the key group in effective coordination of county programs, and progress was made during the year in this respect. Likewise, they have played a major

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role in more effective coordination between the work of the specialists and county personnel. They have primary responsibility for contacts with the county governing boards, maintaining good working relationships, and securing financial assistance at the county level.

The assistant director in charge of agricultural programs has primary responsibility for coordinating and implementing subject-matter specialists and county programs at the State level. Much has been accomplished in this field during 1953. It has been our most successful year in this respect. Also, it has been a successful year from the standpoint of coordinating activities and programs between the subject-matter specialists of the different departments. Progress is encouraging.

The assistant director in charge of home demonstration programs is responsible for the same activities in the home demonstration field. In all fairness, it must be said that more progress had been made in coordinating and integrating the home demonstration program prior to 1953 than had been accomplished in the agricultural field. Improvements, however, were made in coordination and integration of home demonstration programs during the year. Especially noticeable were the better coordination and integration of agricultural and home demonstration programs. The teamwork between the administrative and supervisory staffs during the year has been most gratifying.

The assistant director for Extension has primary responsibility for personnel activities, procurement, budgeting, financial control, and related activities. He spends a great deal of time programming and accomplished much in this field during the year 1953.

For the year 1953, the following positions were in effect:

State Level

	White		Negro	
	Men	Women	Men	Women
Administrative Officers	4	1		
Accountant	1¼			
Subject-matter Specialists (full time)	55	10		
Subject-matter Specialists (part time)	15	2		
Clerical and stenographic personnel	7	34		
District Personnel				
District Agents	5	5	2	2
Clerical and stenographic personnel				1
County Personnel				
County Agents	97		30	
Assistant County Agents	55			
Home Demonstration Agents		93		29
Assistant Home Demonstration Agents		13		2
Clerical and stenographic personnel		101		

PERSONNEL MANAGEMENT

Present personnel regulations require that employees of the Extension Service, with the exception of a few positions, hold a degree from a recognized college of agriculture or home economics and in so far as

practical that they have a farm and rural background. The selection of personnel is a joint responsibility of the administrative and supervisory staffs. Since the supervisory staff has the responsibility for direct supervision, it is policy not to employ an individual for any position until the appropriate district supervisor has had an opportunity to interview the applicant. Usually, these interviews are joint with a member of the administrative staff.

Every effort is made to select those individuals who have the basic training for Extension and who show an aptitude for the work. Under present competitive conditions, it is not always possible to take only the "cream of the crop." We would like to be in position to take only the "cream."

Training has been stressed for a number of years and special emphasis given to it during 1953. An induction training school was held in June for all newly employed individuals. A total of twenty-five attended this school. It was designed primarily to orient the new employees into Extension, familiarize them with the organizational setup, policies and procedures, and give them an idea of the objectives of Extension. The induction training school has been held each year for several years and proves a very valuable tool in getting new employees off on the right foot.

Employees are urged to take advantage of training at regional schools and at regular courses offered elsewhere throughout the country. During 1953, participation in further training outside of the State was as follows:

Arkansas --	20	Wisconsin --	2
Cornell --	1	Colorado --	1

Prairie View -- 4

University of Louisiana -- 9
(Supervisors' Conference)

In addition, Extension workers took training as follows:

Number	Place
1	Virginia State College
1	Columbia University

The Annual Extension Conference is designed to further train our Extension workers. In 1953, this conference emphasized general policy, program planning and development, procedures, and subject-matter work. Also, our county Extension workers attend the Institute of Rural Affairs each year, at which time they get training in broad National problems. At the Institute of Rural Affairs, every effort is made to have discussions on topics of vital interest to rural people and to have outstanding speakers on these topics. Employees are urged to improve their professional status by individual study and exchange of ideas with other workers.

During the year, we employed a young man to fill the vacancy as specialist in young men's and women's work. He obtained his Ph.D. Degree from Wisconsin in Extension Education. It is our hope and plan that with the services of this individual we can strengthen our in-service training and also work out plans with the college for strengthening undergraduate work in Extension.

Virginia has a personnel system. One of its features is the merit rating system. This rating has to be done once each year and is an evaluation of each individual worker in the broad areas of activity. The immediate supervisor does the rating. Then, the rating is reviewed with a member of the administrative staff. We have found this procedure to be rather satisfactory. It allows a complete discussion of each individual's

strong and weak points and suggests methods of helping the individual overcome the weak points. The merit rating is discussed with each individual employee by the appropriate supervisor and suggestions made for improving individual efficiency and the total Extension program.

Salary increases, as provided under the Personnel System, are contingent upon proper performance of duty as reflected by the merit rating. The present system provides a salary range within each grade and periodic adjustments in salary within the grade limits, if work is satisfactory. The system for Extension has a few handicaps but generally has proved effective and the advantages outweigh the disadvantages.

In so far as possible, in 1953 promotions were made from within the organization. When a vacancy occurred in a higher level position the first effort was to fill this position from within ranks. However, in the subject-matter fields, it is often necessary to go outside of the organization to get properly trained people. The turnover of personnel in Extension is relatively heavy. This is especially true in our home demonstration agent group. It is exceedingly difficult to keep positions filled with qualified people. We often face the problem of a position's being vacant for some time before a qualified replacement can be found. This is bad, but no immediate relief seems to be in sight.

During 1953, practically all Extension employees started participating in Federal retirement. The policy was adopted in 1953 that all new Extension employees holding Federal appointment participate in Federal retirement as a condition of employment. This has caused no kickbacks and seems to be well received. Extension employees are also required to participate in the State Retirement System. The State System is mandatory for all State employees. It is a system of Social Security plus supple-

mental retirement. During the year, it was determined that Extension employees holding Federal appointments, and thereby eligible to participate in Federal retirement, were not subject to the Social Security phase of the State system. This has eased the burden on the individual worker. The Federal Extension Office was most cooperative in working out the determination of participation in Social Security. The final decision was reached at a conference with Mr. Schruben, members of his staff, the Director of the State Retirement System, and a representative of the State Attorney General's Office.

Working conditions have been generally improved during the year. County boards of supervisors have worked cooperatively with our district agents in providing better office space in a number of counties. Also, somewhat better equipment and facilities have been added to county offices. Most county offices can now be described as reasonably satisfactory. There is yet a good deal to be done in the State as a whole to improve the office and other physical working conditions.

The Extension Service is not yet in position to compete successfully with industry and other immediately adjacent states in the employment of personnel. What success we are having in retaining competent personnel is due to good working conditions, the opportunity to serve, and the organizational setup in the State rather than financial aspects. Employment by Federal agencies is stiff competition. Comparable positions carry a much higher salary in the straight Federal agencies than in Extension and other State agencies.

PROGRAM PLANNING

During 1953, the administrative staff has given considerable attention to joint discussions on long-range programs, need for change in direction, and methods of meeting urgent needs. However, an up-to-date, written long-time State program has not yet been accomplished. Several papers were prepared on the needs of Extension to fully put into effect the long-time program and to meet critical needs. These documents are more or less directional and cannot be considered as complete and detailed.

Progress was made at the county level in the whole area of program development and execution. More counties than ever before had organized advisory committees or boards which actually participated in program planning and development. The supervisory staff gave more attention to this phase of the work than ever before. Subject-matter specialists gave more assistance to counties in the planning phases than in any previous year. Their efforts resulted in the largest number of counties yet having a well-planned program in which there was real lay leader participation.

Various methods were used to select the committees. In some cases, the committees were selected by the Extension workers. In others, the Extension workers invited a few key leaders to consider the entire problem with them and made selection jointly with these leaders. Approximately, 75 percent of the counties reported effective planning committees for the year 1953. Others reported having planning committees which were not really effective. Our training work emphasized the need for effective leadership in program planning and development during the year. This problem was emphasized and discussed in detail at training schools. The supervisory and administrative staffs also stressed the problem throughout the year.

Usually, the advisory group is organized on a county basis with subcommittees appointed to deal with special phases of the program. These committees study their particular problems and arrive at suggestions and recommendations which then go back to the full committee for approval and integration into the total county program. Leaders have shown more interest in the program when they have been assigned specific duties throughout the year. It must be said, however, that we still have a lot to learn about the use of leadership, the training of this leadership, and keeping it interested.

Leaders are recognized for their efforts through local publicity, through recognition dinners and programs and through the awarding of certificates of recognition in some of the activities. Training is accomplished through the county and specialist personnel. Specialists often work with groups of leaders on special problems and techniques in a given field of endeavor. Noteworthy is the progress made in 1953 in the training of leaders for junior work. The number and quality have both improved materially during the year.

Each year the institution awards two certificates of merit. These certificates go to individuals who have rendered outstanding service to rural Virginia over and above the call to duty. Recommendations are made by the faculty and have to be approved by the President and Board of Visitors before the certificates are awarded. The certificate of merit is an award which is highly prized and is recognized throughout the State.

THE SOLVING OF MAJOR RURAL PROBLEMS

It is always a little difficult to single out specific activities and say that these have contributed more than others to solving rural

problems. However, in 1953, Extension's program and activities in helping farm people meet the drought emergency can certainly be cited major accomplishments. These accomplishments were due as much to the desire of Extension employees to assist farm people as to the planning and direction given the program. This was a combination which is hard to beat. Extension carried on many activities on its own. It cooperated completely with the Agricultural Mobilization Committee, the Agricultural Conservation Service, the State Department of Agriculture, and other agencies in this program.

Another Extension program which might be mentioned concerns better health. The Extension Service has worked closely with the Virginia Council on Health and Medical Care in fostering better health and medical services. As a result of the combined efforts, many rural areas now have medical and health facilities which did not have them two years ago. Through its nutrition program, Extension has emphasized the role of good nutrition in health. Work in nutrition has been outstanding.

The grasslands program, or in Virginia the pasture program, has made real contribution in meeting the State's livestock feed needs. A State-wide pasture committee has been active in this program. The committee represents all segments of Government, industry and the general farm organizations which have a stake in the well-being of the farmer. This program has fitted in well with the program of the Soil Conservation Service, the Soil Conservation Districts, and the Agricultural Conservation Program.

An industry committee was appointed in 1953, by the director, to assist in the program of more efficient use of fertilizer, lime and seed. This committee has given wholehearted support to the program and has increased the effective force working on it by having its salesmen, dealers,

and others become active in it. The county agent is the initiator and coordinator of the program at the county level. While Extension carries the burden of organization, supplying technical information, and spearheading the planning, these agencies have made a real contribution and shown a vital interest in seeing that the program is effectively carried out.

Relationship between the Extension Service and other State and Federal agencies working in Virginia is good. It can be said without fear of contradiction that the change in attitude of the U.S.D.A. toward State-Federal relations has been a contributing factor in improved relationships. There is no hesitancy on the part of any group in the State to discuss problems with each other. The Extension follows the policy of involving these agencies and groups in programs in which they have a stake and can make a contribution. The agencies are brought in in the early stages of the planning and given an opportunity to help work out plans and procedures for implementing the program. This early involvement has been found to be effective in getting the right kind of coordination and working relationship between the various groups.

There still exists some problem with vocational agriculture, especially with respect to participation in 4-H Club and F.F.A. activities. The problem was not licked in 1953. However, we are still plugging and it is hoped that this problem can be completely resolved.

Relationships with farm organizations and civic organizations are good and on the workable side. We have had no hesitancy during the year in going to our farm organizations and asking their assistance in carrying out programs and activities. Likewise, they have had no hesitancy in

coming to us for assistance where appropriate. Farm organizations understand our policy and do not urge or request that we violate policy to accomplish any objectives which the farm organizations would like to accomplish. The effort now being carried out to organize the Farmers' Union in the State presented some problems during the year. However, by adherence to policy and a very frank discussion with the officers of the Farmers' Union, we have been able to maintain our position without undue criticism from any group.

PUBLIC RELATIONS

Progress was made in developing public relations activities during the year. Fortunately, the assistant director in charge of home demonstration work served on the National Public Relations Extension Committee. This enabled our staff to have first-hand information on the deliberations and suggestions of the committee. During the year, public relations, that is, accomplishing good public relations, were discussed at our Annual Extension Conference and specific recommendations made. During the year, periodic communications went to the staff suggesting things that could be done to improve our public relations. The reporting of activities at the county and State level to county governing boards, to legislators, and other key individuals was a direct result of our public relations emphasis. Rather detailed panel discussions on public relations were held with the headquarters' staff throughout the year. Many groups visit the campus of V.P.I. during the year and we insist that Extension employees show these groups every courtesy and be of such assistance as possible to them in obtaining desired information, getting to places of interest, and seeing the people they are particularly anxious to see.

Extension workers appeared on the programs of civic groups, chambers of commerce, industry groups, and other similar organizations throughout the year upon invitation to discuss topics of interest and, more often than not, to discuss activities of the institution and its service to the people of Virginia.

Also, during the year, emphasis has been given to office organization and office courtesies from a public relations angle. It is believed that our personnel realizes more fully than ever before the necessity of good public relations, some of the things which can be done to foster them, and their value to the organization. One of the objectives, of course, is to get a complete consciousness of the problem. We will continue to work on it.

The director and other administrative staff members have served on the following committees during the year: This is very probably not a complete listing.

1. The State ASC Committee
2. The State Farmers' Home Committee
3. The Drought Emergency Committee
4. The Virginia Council of Health and Medical Care
5. The Virginia Adult Education Association
6. The Farm Safety Committee
7. The Technical Committee on Soil Conservation
8. The State Soil Conservation Committee
9. A joint Extension and Practicing Veterinarians' Committee
10. The National Extension Organization and Policy Committee
11. The Virginia State Farm Bureau Board of Directors

CHANGES AND ADJUSTMENTS CONTEMPLATED FOR 1954

There is real need to establish another supervisory district. The five supervisory districts give too heavy a load to the supervisors. There are approximately twenty counties per supervisor. With the many duties of a district agent, he cannot properly supervise and assist county personnel with its many problems, especially in the field of program planning and execution. This adjustment is badly needed but cannot be made until additional funds are available for such adjustment. No major changes are contemplated at the State administrative level, so far as policy or organization is concerned. It is the administrative hope and plan to strengthen Extension programs in the fields of farm and home management, consumer education, and marketing. These adjustments and the strengthening of programs will depend largely upon finances available for additional personnel. Some improvement can possibly be made with present personnel. However, as indicated earlier, Extension makes the mistake of taking on more and more with no increase in personnel with which to handle the load. One day, somebody has just got to learn to say "No," and it can well be that this is the time to say "No", if additional personnel cannot be secured to do a reasonably adequate job. The writer wonders how the idea ever got started that Extension was composed of superhumans. I know of no other organization about which this idea seems to be so prevalent.

VIRGINIA AGRICULTURAL EXTENSION SERVICE

ADMINISTRATION (1) PLAN OF WORK
(Name of Project)

for

Calendar Year 1954

Major phases of project or subdivisions of project covered	Name of Worker*	Percentage of time devoted to entire project by each worker
Administration	L. B. Dietrick	33-1/3
	W. H. Daughtrey	100
	P. H. DeHart	100

Date submitted 5/7, 1954 Signed: W. H. Daughtrey
Project Leader

Date approved _____, 1954 Signed: _____
State Director of Extension

Date approved SEP 22 1954, 1954 Signed: Clee Ferguson
Director of Extension Work
U.S. Department of Agriculture

*If phases of project are divided between two or more workers, indicate assignment to each.

PLANS FOR ADMINISTRATION OF EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS IN VIRGINIA FOR 1954

L. B. Dietrick, Director
W. H. Daughtrey, Associate Director
P. H. DeHart, Assistant Director

I. SITUATION AND PROBLEM STATEMENT

Attached is a statement of the current situation and problems in broad, general outline, which gives the basis for developing the 1954 program.

This statement was developed after consultation with leaders throughout the State, supervisory and administrative staffs of the Extension Service, and discussions at regular staff meetings involving subject-matter specialists. After such deliberations, the statement was actually prepared by the administrative staff. It is used by the district supervisors in assisting counties with program planning and development and by subject-matter specialists in thinking through and developing their annual plans of work and long-range objectives.

Major emphasis of the Extension program for 1954 will be on efficiencies in the farm and farm home to meet current situations. The farm price squeeze has made it incumbent that farmers and farm families plan more completely and manage better than in recent years. In all phases of the program, as much help as possible will be given farm people in considering all factors and in making decisions. Emphasis will be laid on marketing and management.

In the present situation, farmers are likely to be inclined to reduce costs by eliminating the use of fertilizers and other items of production which really are the basis for efficient and economical production. Emphasis will be placed on determining where to cut and where not to cut costs in the 1954 operation. In other words, Extension will give emphasis to not being "penny-wise and pound-foolish." Emphasis throughout the year will be given to those things calculated to increase farm efficiency and reduce the cost of production, to improved marketing, and to better management.

II. ANALYSIS OF ADMINISTRATIVE SITUATION

A. Financing Extension Work

For the year ending June 30, 1954, the following funds are available for financing the Extension Program:

1.	Federal Funds --	$ 944,111
2.	State Funds --	1,354,799
3.	County Funds --	387,180
	Total ----------	$2,686,090

In addition, $16,946 are available from the Tennessee Valley Authority to finance cooperative work between the Extension Service and the Tennessee Valley Authority. $5,695 are available from the Southeastern Aromatic Tobacco Association for financing demonstrational work in the production and marketing of aromatic tobacco.

The State budget for the biennium 1954-1956, which was prepared for presentation to the 1954 Session of the General Assembly, requested a total of $5,315,350, or an increase of $728,222 from State and Federal funds. Of this increase, it was determined that $433,193 will be required to continue the Extension program at its present level and make some basic salary adjustments, and that $394,029 will be requested for increased personnel to expand the program. Increased personnel is being requested as follows: Twenty additional positions, at the county level, and ten additional subject-matter specialist positions.

In preparing the budget, the recommendations of the various agricultural interests were obtained. The budget was reviewed thoroughly with these representatives and their help solicited in presenting the budget requests to the General Assembly. This help has been promised and, if past experience may be used as a guide, the various agricultural interests will lend their full support to the requests.

Statements setting forth the requests, the need for the additional funds, and the purposes for which proposed to be used will be prepared and made available to agricultural groups, key leaders, and others who are interested and are assisting in the effort to obtain adequate financing.

In connection with increased Federal funds, every effort will be made to get the support of leaders throughout Virginia. Material giving information on the need for additional financing, requests which are being made at the Federal level, and the proposed use of such funds will be prepared and made available to farm organizations, commodity groups, and individual leaders throughout the State. These leaders will also be contacted personally and asked to assist in bringing this matter to the attention of the appropriate congressmen and senator with the request that they support the recommendations. Work done to date on this phase indicates a favorable response on the part of our leaders and that active interest will result.

Effort will be continued on increasing funds from county sources. A goal of $10,000 from county sources is being established. The district agents are working on this problem by presenting the information to the county governing bodies on the basis of the county's carrying a fair share of the total load.

B. Adjustments in Extension Organization

One of the badly needed adjustments in the organizational set-up of the Virginia Agricultural Extension Service is the creation of an additional supervisory district. Virginia has one hundred county units, with five supervisory districts. This is too heavy a load for proper supervision with the many duties which our district agents have to handle. Six districts would give a much better distribution and would enable the district agents to do a more complete job of supervision, especially in the field of planning and program execution. Whether the additional district can be established will depend very largely on finances being available for this specific purpose. No additional major changes are contemplated in the organizational set-up. Major assignment of duties and responsibilities is set forth in previous plans of work and annual reports.

C. Personnel

Personnel numbers available at the beginning of the 1954 year will be as follows:

State Level

	White		Negro	
	Men	Women	Men	Women
Administrative Officers	4	1		
Accountant	1¼			
Subject-matter Specialists (full time)	55	10		

	White		Negro	
	Men	Women	Men	Women
State Level (Contd.)				
Subject-matter Specialists (part time)	15	2		
Clerical and Stenographic Personnel	7	34		
District Personnel				
District Agents	5	5	2	2
Clerical and Stenographic Personnel				1
County Personnel				
County Agents	97		30	
Assistant County Agents	55			
Home Demonstration Agents		93		29
Assistant Home Demonstration Agents		13		2
Clerical and Stenographic Personnel		101		

As indicated above, certain new positions were requested in the budget presented to the Governor for the biennium July 1, 1954--June 30, 1956. If funds are available for these positions, they will be as follows:

A. County Extension Agents and Assistants

4 - County home demonstration agents (white)
2 - County home demonstration agents (Negro)
2 - County agricultural Extension agents (Negro)
4 - County assistant home demonstration agents (white)
8 - County associate agricultural Extension agents (white)

B. Subject-matter Specialists

1 - Associate Professor - Farm Management Specialist
1 - (1/2 time) Associate Professor - Fruit Marketing Specialist - (This position will be a full-time Extension position; however, one-half of the salary will be paid from research and marketing funds under special agreement with the Federal Extension Office.)

1 - Associate Professor - Meats Specialist
1 - (1/2 time) Associate Professor - Record of Performance Specialist for beef cattle and swine. (This will be a joint employee with the Virginia Agricultural Experiment Station.)
1 - (1/2 time) Associate Professor - Rural Electrification Specialist - (This will be a joint employee with the Virginia Farm Electrification Council.)
1 - Associate Professor - Farm Machinery Specialist
1 - Associate Professor - Plant Pathology Specialist
2 - (1/2 time) Associate Professors - Fruit Production Specialists - (These will be joint employees with the Virginia Agricultural Experiment Station.)
1 - Associate Professor - Ornamental Horticulture and Landscape Specialist
1 - Professor - Poultry Disease Specialist
1 - Associate Professor - House Furnishings Specialist
1 - Associate Professor - Clothing Specialist

Should additional Federal funds be available, it is proposed to use a substantial portion of these funds for strengthening work in management and marketing. The attached statement, marked Exhibit A, sets forth the proposed division of funds as between State and county level workers. It is hoped that such funds as may be appropriated by the Congress will not be too restricted. One of the real needs is to make some adjustment in salary scales and, if permissible, a portion of the funds will be used for adjusting the salary scales of our county workers.

Selection of personnel.--Personnel employed by the Extension is required to have its B.S. Degree from a recognized school of agriculture or home economics with the exception of a very few specialized positions. In addition, a farm background is desirable and insisted upon except where an individual may have other very outstanding abilities. A rather detailed application is required from each applicant. If the applicant seems promising on the basis of a review of this information, an interview is arranged between the appropriate supervisor and members of the administrative staff. In such interview, every effort is made to determine the individual's basic training, background, and aptitude for Extension work. Before employment is offered, agreement is reached between the immediate supervisor of the position for which an applicant is being considered and the administrative staff.

Training.--Emphasis will be continued on in-service training during 1954. An induction training school for new employees will be held in June, 1954. A two-week in-service training school for approximately 75 workers is planned for early 1954. This school will give emphasis to program planning, development and execution, the handling of public policy discussions, youth organizations and procedures, leadership development and training, and subject matter. The subject matter will be in those areas in which the average county worker is poorest prepared. It is planned to have at least twenty Extension workers take advantage of the regional Extension training schools during the summer of 1954.

At the 1954 Extension Conference, training on marketing, management and Extension procedures will be emphasized. As in the past, emphasis will be given to the individual worker's doing all possible to improve his competency through individual study, exchange of ideas, and taking advantage of district meetings, local training meetings, et cetera.

The more outstanding Extension workers are encouraged to obtain their M.S. degrees, and the few showing an aptitude for it will be encouraged to take their Ph.D. degrees. However, training will be pointed toward improving the individual's efficiency to do an outstanding Extension job rather than putting the emphasis on obtaining a degree.

Supervision.--Supervision is one of the weak spots in Extension. In most cases, administrative and supervisory personnel has not been trained for this particular type of work. Emphasis will be placed on supervisory techniques and on taking the necessary time to work through rather carefully with personnel plans and procedures for accomplishing desired goals. Staff discussions will be held periodically on this subject. It is hoped that progress can be made. Plans are under way for completing the organizational pattern of having subject-matter department heads three-way employees and of having a project leader designated for each department. The theory of this plan was set forth in the 1953 administrative report.

Retirement.--There is no change contemplated in the retirement plans for the year 1954. Details of the situation in Virginia are set forth in the 1953 annual administrative report.

Salary scales.--The salary scales for Extension workers in Virginia are somewhat below those for immediately surrounding states and considerably below the salaries for comparable positions in Federal employment. Plans are being developed to improve this situation. Certain funds are

being requested from the General Assembly to improve the salary scale of Extension workers classified as faculty, i.e., those on the same salary schedule as teaching and research personnel. This is primarily the subject-matter specialist group. There is real need for improvement in the salary scale of county workers. It is sincerely hoped that any increase in Federal appropriations will allow enough leeway that some of the increased funds can be used for improvement of salaries. While progress has been made in recent years in increasing the general range of salaries, they are still not adequate and the administration works continuously in trying to improve this situation.

D. Programs--That meet major problems

The meeting of major farm problems is primarily that of effective coordination and development. It is the administrative plan and policy to integrate all Extension activities to the fullest extent possible. It is also policy to involve lay people and lay leadership in this process.

In Virginia, we talk in terms of an Extension program which includes the work in agriculture, home economics, and with youth. We think of these as the large segments of a total Extension program. At the county level, it is the plan to encourage regular conferences of all Extension workers, to coordinate activities, to discuss plans for the immediate future, and to integrate the work so that each worker will support and complement the other.

At the State level, the same procedure is followed with monthly staff meetings which include our specialist group, followed by an administrative staff conference with the supervisory and administrative personnel. In the various subject-matter fields, very definite plans and procedures are discussed with the personnel to coordinate the work of the several subject-matter groups. We find that there are very few problems which require the attention of only the one department. Usually, it is necessary to involve several departments and every effort will be made to plan from this level. The involvement of all the people concerned in the planning stage is essential if greatest results are to be accomplished.

The assistant director in charge of agricultural programs will be charged with the responsibility of coordinating those programs and activities dealing with agriculture. The assistant director in charge of home demonstration work will be charged with coordinating those programs and activities dealing with home economics. The two, along with the director and associate director, will be responsible for coordinating all phases into a united program.

It is administrative policy, and plans are already developed, to bring in other Federal and State agencies at the planning stage of any activity, if these agencies are to be involved or if they can make a contribution in the activity. In many of the activities, a number of these agencies are involved and render real assistance. Where any problem arises with an agency, it is the plan to discuss this problem immediately with the agency and try to work out of the situation in an amicable and fair way. Success in Virginia has been remarkable in this respect.

E. Policies and procedures for strengthening Extension work and its public relations

During 1953, rather concentrated effort was devoted to improved public relations. This work will be continued in 1954. County workers will be encouraged to report periodically to the county governing board and to make this report available to key leaders, legislators, and to the Extension advisory committees. All workers are encouraged to participate in civic affairs and to appear on the programs of civic groups, upon request, to discuss Extension activities, its accomplishments, its goals, its methods of procedure, et cetera. District agents will follow through in contacting key leaders and county governing boards in their respective districts to keep them informed of the problems and accomplishments.

At the State level, the agricultural council, composed of the Dean of Agriculture, the Director of the Experiment Station, and the Director of Extension, meets regularly once a month to discuss pertinent problems and other items of interest. The council meets upon call to consider questions of mutual interest. Working relationships between the three divisions will continue good unless the past record reverses itself. Staff conferences of the agricultural faculty are held each two months. Here, all members of the agricultural faculty, teachers, research workers, and Extension workers participate and discuss problems common to the entire School of Agriculture. This has done much to coordinate and improve relationships between the three divisions of the school.

The Extension Service will report to the President and Board of Visitors of Virginia Polytechnic Institute under established procedure. Fortunately, we have ready access to our President and can discuss freely with him any problem which arises.

III. MAJOR ADMINISTRATIVE PROBLEMS

Major administrative problems have been indicated in the discussion above. A partial listing of these might be set forth as follows:

(1) Securing adequate funds to finance the program
(2) Coordination of staff and assignment of duties
(3) Integration of the various program activities
(4) Obtaining adequately trained personnel in view of present competitive situations
(5) The in-service training of personnel
(6) Cooperating and coordinating activities with those of other agencies
(7) Developing clear-cut policy
(8) Determining adjustments in program to meet emergency situations and implementing these adjustments

IV. ADMINISTRATIVE PROCEDURES AND POLICIES

Administrative procedures and policies have been discussed rather fully in the above sections. Additional items to be undertaken during 1954, with the hope of improving the total operation, are indicated below.

A member of the administrative staff has been designated to be responsible for handling the administrative details of the Penalty Privilege and of keeping workers thoroughly informed and posted on this privilege. This individual will also handle phases bearing on the use of postage, staying within quota on penalty material, and related problems.

An Extension handbook will be released in 1954. This is designed to give Extension employees a complete statement of policy, administrative procedure, and regulations governing the operation of Agricultural Extension in Virginia. It is hoped that this will be a rather complete treatise and one which will enable employees to stay better posted. It should be especially helpful to new employees.

The administration is also coordinating through the assistant director in charge of agricultural programs a new periodic release entitled, "What's New in Agriculture." This is designed to give our workers information about which detailed conclusions and recommendations have not yet been prepared. It is also designed to give information upon

the status of certain research activities, the progress being made, and the indications to date of such research. The real purpose is to enable Extension employees to discuss intelligently with farm people the many items which get released to magazines, newspapers, et cetera, but for which detailed recommendations or results have not been prepared and released.

Stepped-up activity is planned for 1954 in the matter of coordinating all phases of Extension activities. Regular State staff meetings will be continued. Frequent meetings of the administrative and supervisory personnel will be held with the primary function of coordinating activities. County personnel will be encouraged to hold weekly staff meetings and will be given both administrative and supervisory help in coordinating the entire Extension program. Coordination and integration of subject matter between the various departments are to be emphasized. The farm management approach will be emphasized in all subject-matter work.

It is planned to have the assistant director of Extension and the Extension accountant attend a training school at the Federal Extension Office on administrative matters and the handling of details in connection with finance, personnel, et cetera.

V. COOPERATION AND INTEGRATION

In Virginia, there is one Extension program. Administratively, we try to think and talk in these terms at all times, rather than thinking of an agricultural program, a 4-H club program, a home demonstration program, et cetera. We try to make our workers conscious of the fact that each of these is a segment of a well-balanced whole. We use the terms "county agricultural agent," "home demonstration agent," and "assistant county agricultural agent," et cetera, rather than the term "4-H club agent," to help promote this idea. We insist that assistant agents have opportunity to work in all phases of Extension programs. This is essential if they are to get the right kind of training and be able to take over county positions or specialist positions when vacancies occur.

Periodic conferences at the State level and county level will be insisted upon for the purpose of coordinating and integrating the work of all employees. As indicated above, progress has been made and approximately the same procedure as that followed in 1953 will be used. The assistant director in charge of agricultural programs and the assistant director in charge of home demonstration programs, working with the director, will have primary responsibility for integrating the various programs.

An effort will be continued during the year 1954 to have the head of the agricultural subject-matter departments a three-way employee. Also, we will continue the policy of housing together research, teaching and Extension personnel of the same department. The director insists that Extension employees participate in the agricultural faculty and departmental meetings. Extension workers serve on committees of the School of Agriculture along with the teaching and research faculty. This will be continued.

There is a good working relationship with the administration of the Institution, and this will continue. We have no difficulty whatever in discussing problems with the President of the Institution and always find him receptive to conferences and willing to advise with us at all times.

It is planned to continue the good working relationships with the other State and Federal agencies in Virginia. Educational assistance will be given to all Federal and State agencies in getting the important aspects of their programs across to rural people. They will be given technical assistance when and where needed. A rather large group of Extension specialists serves on the several committees of the agricultural agencies working in the State. The other agricultural agencies assist Extension with its program. This consists of participation in the planning of certain programs, instructing county and district personnel of the role it can play in putting the program into effect, and urging that the personnel participate and give such help as he can to the county Extension personnel in effectuating the program. It is a give-and-take proposition, or maybe better described as a mutual undertaking where a common objective is established, and each group works toward reaching the objective within the limits and regulations of its organization.

Subject-matter specialists, particularly, work closely with the various interest-group associations throughout the State. The administrative group works closely with and serves on several committees of the general farm organizations.

Members of the administrative staff will very probably serve on committees of the following agencies and organizations during the year 1954:

(1) Agricultural College Council, V.P.I.
(2) Virginia State ASC Committee
(3) State FHA Committee

(4) State Soil Conservation Committee
(5) State Soil Conservation Service Committee
(6) Valley States' Conference, T.V.A.
(7) Tree Farm Committee
(8) Land Use Committee on Potomac River Basin
(9) An Inter-college Committee on Public Relations
(10) Board of Virginia State Farm Bureau Federation
(11) Governor's State-wide Safety Committee

and probably others

VI. CALENDAR OF WORK

ACTIVITY	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Annual Extension Conference								X				
District Extension Conferences			X			X		X			X	
4-H Club District Conferences			X	X				X	X			
4-H Club Week			X									
All Star Conference						X						
4-H Club Short Course						X						
4-H Club Congress											X	
Home Demonstration Week					X							
District H.D. Club Meetings					X							
Institute of Rural Affairs							X					
Monthly Staff Conferences	X	X	X	X	X	X	X	X	X	X	X	X
Agricultural Faculty Meetings	X		X		X		X		X		X	
General Faculty Meetings	X			X			X			X		
Commodity Group Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Farm Bureau & Grange Activities	X	X	X	X	X	X	X	X	X	X	X	X
Valley States Conference				X						X		
Land-Grant Meeting											X	
Academy of Science					X							
Agricultural Conference Board		X					X					
Council-VPI School of Agriculture	X	X	X	X	X	X	X	X	X	X	X	X
Committee on Training Center for Extension Administrators				X		X				X		
Southern Directors' Conference					X					X		
Marketing Conference for Extension Directors					X							
In-service Training School		X										
Induction Training School							X					

EXHIBIT A

Virginia -- 2/27/54

NEED FOR ADDITIONAL FUNDS FOR AGRICULTURAL EXTENSION WORK IN VIRGINIA

The budget submitted to the Congress includes an appropriation of $38,662,000 under Public Law 83, Smith-Lever Act as amended, for distribution to states in conducting Cooperative Extension Work in Agriculture and Home Economics. This represents an increase of $7,064,721 over the present appropriation for this purpose.

The increase in appropriation of federal funds will provide an additional $205,638 to the Virginia Agricultural Extension Service under the formula provided in the Smith-Lever Act as amended. The additional funds are needed to strengthen and expand educational work with farm families throughout the State. These additional funds are needed to help individual farm families meet the many problems of a modern and changing agriculture in Virginia. It is proposed to use such funds for the following purposes: (1) Approximately 80 percent of the funds will be used for strengthening agricultural Extension work in the counties with particular emphasis given to the employment of additional personnel to provide "on-the-farm" assistance to farm families; and (2) approximately 20 percent will be used at the State level to strengthen specialists assistance in farm and home management, marketing and consumer education.

The citizens of Virginia have recognized the value of and the need for Agricultural Extension Work as indicated by the fact that State and county funds have increased over $1,200,000 in the last 10 years. During the same period, Federal funds for agricultural Extension work in Virginia increased only $355,536. It is evident that the state and county governments have borne the major share of the increased cost of maintaining the Agricultural Extension Service during the past 10 years.

In order to meet some of the important needs of farm families, studies of individual farm situations are required. This involves intensive work with farm families in the whole area of farm management to make full use of all current research information and to determine the proper combination of enterprises that will result in the most efficient use of available resources including land, labor, capital and management.

Farmers of Virginia are now receiving around $200,000,000 annually in increased income over that of 20 years ago as a result of greater efficiency in the production of tobacco, corn, peanuts, milk and eggs. This increased income is based on higher production per unit and not on a higher price level. The findings of research put to use on farms have been responsible for the increased income.

The Agricultural Extension Service, with its personnel in each county, is the designated agency of the USDA and the Land-Grant College to take this research information to farm people and help them apply it. This research information is made available through the Extension Service to other state and Federal agencies.

Increased efficiency in the production and marketing of food and fiber as a result of agricultural research and education benefits both producers and consumers. It assures consumers of adequate supplies of farm products and farm people an improved level of living. Increased purchasing power of farm people also stimulates business activity.

The investment of additional Federal funds in Agricultural Extension Work will bring about an improved agricultural situation which will be an advantage to all segments of society.

VIRGINIA
December 1, 1953

STRENGTHENING EXTENSION WORK IN VIRGINIA

General Situation

In recent years, the farm pattern in Virginia has undergone rather drastic changes. These changes are taking place not only in the production pattern, but also in the capital investment and in the amount of financing required for production.

The average capital investment in farm lands, equipment, buildings and capital production goods amounted to about $6,000 in 1940. The comparable capital investment in 1950 was approximately $13,000.

Farmers can go broke faster than ever before. The time required to get new research information put to use must be reduced through a much more intensive educational program.

During this period, there has been a steady growth in livestock and poultry throughout the State. Livestock, livestock products, poultry and poultry products now account for 54 per cent of the total Virginia farm income. This shift in the production pattern and capital investments required in agricultural production has created problems in farm financing.

There is a continuing decrease in the labor supply. To meet this labor shortage and improve efficiency are requiring larger and larger capital investments in labor-saving machinery and devices on the farm and in the home. This item alone presents a real problem.

The marketing of farm products has not kept pace with production so far as efficiency in output per man is concerned. Farmers have not given the attention needed to producing the kinds and quality of products which the consumer demands, nor have they given attention to the proper handling of their products at market time to preserve quality. There is much to be done with the producers, handlers, processors, wholesalers, and retailers in improving market efficiency to the end that waste is avoided and the farm products are presented to the consumer in attractive and good condition. There is a general lack of understanding among consumers of what is involved in the production of food and fiber and the necessary marketing operations through which such items must go to become available to the ultimate consumer. An intelligent understanding of these problems is essential if the consumer is to get most for his dollar and the farmer the greatest return for his production effort.

In 1940, approximately 40 per cent of the Virginia farms had electricity available. In 1950, 91 per cent of the farms had electricity available. At the same time, only 35 per cent had electric water pumps and 15 per cent electric hot water heaters.

Young people are faced with a real problem of getting started in farming. The high capital investment required under present conditions, plus the high production cost, presents a real problem to young people wishing to engage in farming and to eventually become farm owners. These young people also face the problem of adjusting from the role of youth to that of mature and responsible citizens. It is estimated that there are 388,000 farm and rural youth in this age group, commonly referred to as young men and women.

In the younger group, that is, those of 4-H Club age, there are over 400,000 boys and girls in rural areas which should have the opportunity to participate in 4-H Club activities. Approximately, 60,000 of this group are now being reached through 4-H Club activities.

There are 150,000 farms in Virginia. When you add to this 230,000 non-farm rural families, there is a total of 380,000 families which could benefit from expanded Extension activities in the area of family living. It is estimated that 58 per cent of the farm women and 81 per cent of the rural non-farm women are not now effectively reached due to limited personnel. The number of requests for assistance in the area of family life is indeed broad involving house planning, home furnishings, including labor-saving equipment, managing the family income for greatest returns in family and community life, foods and nutrition, health, consumer purchasing, to mention only a few of the areas for which there is great need and real demand.

It is essential that farm people appreciate and understand public policies and programs and the effect which such policies and programs have upon agriculture and society as a whole. Unless farm people have a basic understanding of what is involved in public affairs, they cannot intelligently voice opinions and give the guidance essential to the formulation of policies and programs. Work in this area with farm people has hardly been touched.

Needs

To meet the problems indicated by the situation requires an expanded and more intensive educational effort. In most of the areas, the eventual answer to the problem is to place the farmer and the farm family in position to make those decisions which will most nearly assure maximum returns for the labor and capital involved and an appropriate standard of living and community life for the family.

To make progress in this direction requires that present Extension activities be continued and expanded. However, emphasis in many areas must be intensified and the approach directed more specifically to the problem.

Approaches and Methods

In the present situation, farmers must be in position to make those decisions which will place a sound financial base under the farm operations. More attention must be given to on-the-site analysis and advice on the farm unit as a whole. Therefore, farmers must be given assistance in determining what enterprises and what combination of enterprises are best suited to the individual farm and are most likely to give satisfactory returns for the capital and labor invested. Help must be given in determining what types of machinery and equipment are most nearly suited to meet the needs and how much the farm can afford to invest in such items.

To really be effective, more emphasis must be given on a farm-unit basis than has been possible in recent years.

Work with farm groups and lending agencies to develop those types of financing which will meet the farm needs, resulting from the shifting pattern of farming, is fruitful and should be intensified. This effort must be directed toward helping determine the type of credit and terms of credit which will allow the farmer to do long-range planning and have the opportunity to place his operation on a sound financial basis. This will require work with the lending agencies serving farm people and the farm people themselves.

To improve the marketing of farm products is going to require intensive work with all parties, including the producer on through to the ultimate consumer. Farmers must be brought in contact more directly with consumer preferences and consumer demands if they are to recognize the necessity for quality production of the right kinds of products. The producer must give increasing attention to the preparation of products for market to insure quality and the elimination of waste in the marketing process. This can be accomplished only by more intensive educational activity and demonstrations with commodity groups and farmers generally. Research must be continued and intensified to help find more efficient methods of handling and processing farm products within the trade channels. Extension must work more directly with the handlers and processors of farm products to help them analyze their individual situations and determine what efficiencies and improvements can be made. Likewise, at the retail level, intensive educational activity is required to assist the retailer in displaying, packaging and preserving produce so that it meets consumer demand, thus increasing the potential market for the farmer's product. Work which has been done indicates that this field of activity offers real possibility, but it cannot be touched in any satisfactory manner with present limited personnel. It will also require personnel trained in marketing methods and procedures who can intelligently work with the various marketing groups.

Work must be done with consumers to give them a proper understanding of what is involved in getting daily bread and raiment to their tables and in their households. Effort must be made to acquaint consumers with the problems of the farm in the production of food and fiber and of the processes through which such items must pass before reaching them. Both consumer and farmer must be shown that demands for additional marketing

services increase the cost to the consumer and lower the share of the consumer dollar going to the farmer. They should also be trained on how to determine quality and what constitutes good buys, if the best interest of the farmer and the consumer is to be served. This problem must be approached through mass media, demonstrations and consumer schools. To be effective, it must be carried forward in both rural and urban areas. Trained personnel is the limiting factor in the consumer-education field.

Young people, particularly those desiring to get started in farming, have many problems with which Extension can help. They need advice and assistance on capital requirements for different types of farming, what constitutes an efficient unit, financing capital investment and production, the application of technology to various farm and home enterprises, and related questions. These young people need and are seeking information on partnership arrangements, rental arrangements, and in determining whether to start farming as a tenant or renter or attempt to buy. Likewise, these young folks are requesting and need help in the many problems of homemaking, especially on how to make the dollars available for the family living accomplish the maximum. In this younger group, we often find that they do not feel a part of the community. Their needs and desires are different from those of the older people of the community. Often, community activities are geared to the older group and have little or no appeal to these young people. Educational activities beamed directly at the needs of this group, which afford maximum participation of both young men and women, should be carried on. Such programs must cover not only the technological and business phases of farming and homemaking but must afford opportunity for recreation and social development of the group. They must also find ways and means of helping these young people become affiliated with and to participate in the adult organizations and activities of the community. The great need in this field from the Extension standpoint is personnel properly trained so that opportunities which exist with presently-organized groups can be effectively used and methods developed for reaching and effectively serving others.

With the younger group, the group of 4-H Club age, it would appear that the present pattern of 4-H Club activities serves well. The great need here is to give more youth an opportunity to participate in 4-H Club activities. This will require additional Extension personnel and a greatly expanded corps of volunteer leaders.

The farm home and family are inseparable from the farm. Just as more careful planning and selection of enterprises are essential on the farm so is the planning of those items affecting the farm home and family living. The two are so inseparable that adjustments must take into consideration both the home and the farm. While we are reaching rather large numbers of farm women through HDA clubs, direct and indirect contacts, limited personnel prevents much of the on-the-spot advising with families on over-all home and family plans. In addition to the work now being accomplished, educational work in proper nutrition, health, purchasing for the family needs, management of time, et cetera, must be carried on to reach greater numbers of our rural people. Communities are constantly calling on Extension for

assistance in developing needed community services, community recreation, and other aspects of community life. While the work in these fields must go forward, emphasis must be placed on work with the individual home and work with small groups to help them determine what can be done within the means available to improve the home, health and general welfare of the family; thus, a more direct application to many of the problems than Extension has been able to undertake due to limited personnel.

The work which has been done in the area of public policy is negligible compared to the need. Farm people generally have little concept as to the vital considerations which must go into policy decisions and the effect these decisions have on domestic and foreign trade. They have little conception of the effect on agricultural exports of tariffs which prohibit imports from other countries. Farm people need to know about the marketing processes, including the function of prices, the fundamentals involved in these processes, and how they affect farm prices. There must be an understanding of these fundamentals if farm people are to properly appraise different public policies and programs and determine both their short-time and long-time implications for agriculture. The Extension Service must give greatly increased attention to this field, presenting fundamental information and proposed policies and programs in a factual way, if farm people are to intelligently express themselves and be effective citizens. Presentation of this type of information can be carried on in many ways. To be most effective, the presentation of public policy must reach the farm people directly so that they have an opportunity to discuss and exchange ideas and thoughts with their neighbors. This suggests that the small informal discussion group with leading farmers is the focal point around which educational activities in public policy questions should be carried on. Once a real interest is stimulated, radio, television, news articles, et cetera, will become more meaningful and thought-provoking.

In summary, it can be said that the agricultural situation is such that Extension must re-orient its program to focus more directly on the problems confronting agriculture. Particularly is this true in the fields of management, adjustment and marketing. All of this indicates that Extension must take a more direct approach to help the individual farm family make those decisions which seem to offer greatest possibility for successful operation of the farm and improving the family living.

If this approach is to be undertaken and significant headway made in meeting the problem, the county Extension staff must be doubled and the specialist staff increased some 50 per cent. The present staff now has more demands upon it than can be met even using the most extensive methods. To do a more intensive job and assist individual families with the many problems will require a greatly expanded staff. Extension has often been criticized for undertaking too much and, therefore, not being able to do as thorough and as complete a job as needed. This is a just criticism. It would be folly to think that Extension could do a much more intensive job, even though this is the answer to many of the problems, unless additional personnel and resources can be provided.

FILED

VIRGINIA AGRICULTURAL EXTENSION SERVICE

ADMINISTRATION (1) PLAN OF WORK
(Name of Project)

for

Calendar Year 1954

Major phases of project or subdivisions of project covered	Name of Worker*	Percentage of time devoted to entire project by each worker
Administration	L. B. Dietrick	33-1/3
	W. H. Daughtrey	100
	P. H. Dellert	100

Date submitted _____, 1954 Signed: _____
Project Leader

Date approved _____, 1954 Signed: _____
State Director of Extension

Date approved _____, 1954 Signed: _____
Director of Extension Work
U.S. Department of Agriculture

*If phases of project are divided between two or more workers, indicate assignment to each.

PLANS FOR ADMINISTRATION OF EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS IN VIRGINIA FOR 1954

L. B. Dietrick, Director
W. H. Daughtrey, Associate Director
P. H. Dollart, Assistant Director

I. SITUATION AND PROBLEM STATEMENT

Attached is a statement of the current situation and problems in broad, general outline, which gives the basis for developing the 1954 program.

This statement was developed after consultation with leaders throughout the State, supervisory and administrative staffs of the Extension Service, and discussions at regular staff meetings involving subject-matter specialists. After such deliberations, the statement was actually prepared by the administrative staff. It is used by the district supervisors in assisting counties with program planning and development and by subject-matter specialists in thinking through and developing their annual plans of work and long-range objectives.

Major emphasis of the Extension program for 1954 will be on efficiencies in the farm and farm home to meet current situations. The farm price squeeze has made it incumbent that farmers and farm families plan more completely and manage better than in recent years. In all phases of the program, as much help as possible will be given farm people in considering all factors and in making decisions. Emphasis will be laid on marketing and management.

In the present situation, farmers are likely to be inclined to reduce costs by eliminating the use of fertilizers and other items of production which really are the basis for efficient and economical production. Emphasis will be placed on determining where to cut and where not to cut costs in the 1954 operation. In other words, Extension will give emphasis to not being "penny-wise and pound-foolish." Emphasis throughout the year will be given to those things calculated to increase farm efficiency and reduce the cost of production, to improved marketing, and to better management.

II. ANALYSIS OF ADMINISTRATIVE SITUATION

A. Financing Extension Work

For the year ending June 30, 1954, the following funds are available for financing the Extension Program:

1.	Federal Funds --	$ 944,111
2.	State Funds --	1,354,799
3.	County Funds --	307,180
	Total ----------	$2,606,090

In addition, $16,946 are available from the Tennessee Valley Authority to finance cooperative work between the Extension Service and the Tennessee Valley Authority. $5,695 are available from the Southeastern Aromatic Tobacco Association for financing demonstrational work in the production and marketing of aromatic tobacco.

The State budget for the biennium 1954-1956, which was prepared for presentation to the 1954 Session of the General Assembly, requested a total of $5,315,330, or an increase of $730,222 from State and Federal funds. Of this increase, it was determined that $433,193 will be required to continue the Extension program at its present level and make some basic salary adjustments, and that $594,029 will be requested for increased personnel to expand the program. Increased personnel is being requested as follows: Twenty additional positions, at the county level, and ten additional subject-matter specialist positions.

In preparing the budget, the recommendations of the various agricultural interests were obtained. The budget was reviewed thoroughly with these representatives and their help solicited in presenting the budget requests to the General Assembly. This help has been promised and, if past experience may be used as a guide, the various agricultural interests will lend their full support to the requests.

Statements setting forth the requests, the need for the additional funds, and the purposes for which proposed to be used will be prepared and made available to agricultural groups, key leaders, and others who are interested and are assisting in the effort to obtain adequate financing.

In connection with increased Federal funds, every effort will be made to get the support of leaders throughout Virginia. Material giving information on the need for additional financing, requests which are being made at the Federal level, and the proposed use of such funds will be prepared and made available to farm organizations, commodity groups, and individual leaders throughout the State. These leaders will also be contacted personally and asked to assist in bringing this matter to the attention of the appropriate congressmen and senator with the request that they support the recommendations. Work done to date on this phase indicates a favorable response on the part of our leaders and that active interest will result.

Effort will be continued on increasing funds from county sources. A goal of $10,000 from county sources is being established. The district agents are working on this problem by presenting the information to the county governing bodies on the basis of the county's carrying a fair share of the total load.

B. Adjustments in Extension Organization

One of the badly needed adjustments in the organizational set-up of the Virginia Agricultural Extension Service is the creation of an additional supervisory district. Virginia has one hundred county units, with five supervisory districts. This is too heavy a load for proper supervision with the many duties which our district agents have to handle. Six districts would give a much better distribution and would enable the district agents to do a more complete job of supervision, especially in the field of planning and program execution. Whether the additional district can be established will depend very largely on finances being available for this specific purpose. No additional major changes are contemplated in the organizational set-up. Major assignment of duties and responsibilities is set forth in previous plans of work and annual reports.

C. Personnel

Personnel numbers available at the beginning of the 1954 year will be as follows:

State Level	White		Negro	
	Men	Women	Men	Women
Administrative Officers	4	1		
Accountant	1½			
Subject-matter Specialists (full time)	55	10		

	White		Negro	
	Men	Women	Men	Women
State Level (Contd.)				
Subject-matter Specialists (part time)	15	2		
Clerical and Stenographic Personnel	7	34		
District Personnel				
District Agents	5	5	2	2
Clerical and Stenographic Personnel				1
County Personnel				
County Agents	97		30	
Assistant County Agents	55			
Home Demonstration Agents		93		29
Assistant Home Demonstration Agents		13		2
Clerical and Stenographic Personnel		101		

As indicated above, certain new positions were requested in the budget presented to the Governor for the biennium July 1, 1954--June 30, 1956. If funds are available for these positions, they will be as follows:

A. County Extension Agents and Assistants

4 - County home demonstration agents (white)
2 - County home demonstration agents (Negro)
2 - County agricultural Extension agents (Negro)
4 - County assistant home demonstration agents (white)
8 - County associate agricultural Extension agents (white)

B. Subject-matter Specialists

1 - Associate Professor - Farm Management Specialist
1 - (1/2 time) Associate Professor - Fruit Marketing Specialist - (This position will be a full-time Extension position; however, one-half of the salary will be paid from research and marketing funds under special agreement with the Federal Extension Office.)

1 - Associate Professor - Meats Specialist
1 - (1/2 time) Associate Professor - Record of Performance Specialist for beef cattle and swine. (This will be a joint employee with the Virginia Agricultural Experiment Station.)
1 - (1/2 time) Associate Professor - Rural Electrification Specialist - (This will be a joint employee with the Virginia Farm Electrification Council.)
1 - Associate Professor - Farm Machinery Specialist
1 - Associate Professor - Plant Pathology Specialist
2 - (1/2 time) Associate Professors - Fruit Production Specialists - (These will be joint employees with the Virginia Agricultural Experiment Station.)
1 - Associate Professor - Ornamental Horticulture and Landscape Specialist
1 - Professor - Poultry Disease Specialist
1 - Associate Professor - House Furnishings Specialist
1 - Associate Professor - Clothing Specialist

Should additional Federal funds be available, it is proposed to use a substantial portion of these funds for strengthening work in management and marketing. The attached statement, marked Exhibit A, sets forth the proposed division of funds as between State and county level workers. It is hoped that such funds as may be appropriated by the Congress will not be too restricted. One of the real needs is to make some adjustment in salary scales and, if permissible, a portion of the funds will be used for adjusting the salary scales of our county workers.

Selection of personnel.--Personnel employed by the Extension is required to have its B.S. Degree from a recognized school of agriculture or home economics with the exception of a very few specialized positions. In addition, a farm background is desirable and insisted upon except where an individual may have other very outstanding abilities. A rather detailed application is required from each applicant. If the applicant seems promising on the basis of a review of this information, an interview is arranged between the appropriate supervisor and members of the administrative staff. In such interview, every effort is made to determine the individual's basic training, background, and aptitude for Extension work. Before employment is offered, agreement is reached between the immediate supervisor of the position for which an applicant is being considered and the administrative staff.

Training.--Emphasis will be continued on in-service training during 1954. An induction training school for new employees will be held in June, 1954. A two-week in-service training school for approximately 75 workers is planned for early 1954. This school will give emphasis to program planning, development and execution, the handling of public policy discussions, youth organizations and procedures, leadership development and training, and subject matter. The subject matter will be in those areas in which the average county worker is poorest prepared. It is planned to have at least twenty Extension workers take advantage of the regional Extension training schools during the summer of 1954.

At the 1954 Extension Conference, training on marketing, management and Extension procedures will be emphasized. As in the past, emphasis will be given to the individual worker's doing all possible to improve his competency through individual study, exchange of ideas, and taking advantage of district meetings, local training meetings, et cetera.

The more outstanding Extension workers are encouraged to obtain their M.S. degrees, and the few showing an aptitude for it will be encouraged to take their Ph.D. degrees. However, training will be pointed toward improving the individual's efficiency to do an outstanding Extension job rather than putting the emphasis on obtaining a degree.

Supervision.--Supervision is one of the weak spots in Extension. In most cases, administrative and supervisory personnel has not been trained for this particular type of work. Emphasis will be placed on supervisory techniques and on taking the necessary time to work through rather carefully with personnel plans and procedures for accomplishing desired goals. Staff discussions will be held periodically on this subject. It is hoped that progress can be made. Plans are under way for completing the organizational pattern of having subject-matter department heads three-way employees and of having a project leader designated for each department. The theory of this plan was set forth in the 1953 administrative report.

Retirement.--There is no change contemplated in the retirement plans for the year 1954. Details of the situation in Virginia are set forth in the 1953 annual administrative report.

Salary scales.--The salary scales for Extension workers in Virginia are somewhat below those for immediately surrounding states and considerably below the salaries for comparable positions in Federal employment. Plans are being developed to improve this situation. Certain funds are

being requested from the General Assembly to improve the salary scale of Extension workers classified as faculty, i.e., those on the same salary schedule as teaching and research personnel. This is primarily the subject-matter specialist group. There is real need for improvement in the salary scale of county workers. It is sincerely hoped that any increase in Federal appropriations will allow enough leeway that some of the increased funds can be used for improvement of salaries. While progress has been made in recent years in increasing the general range of salaries, they are still not adequate and the administration works continuously in trying to improve this situation.

D. Programs--That meet major problems

The meeting of major farm problems is primarily that of effective coordination and development. It is the administrative plan and policy to integrate all Extension activities to the fullest extent possible. It is also policy to involve lay people and lay leadership in this process.

In Virginia, we talk in terms of an Extension program which includes the work in agriculture, home economics, and with youth. We think of these as the large segments of a total Extension program. At the county level, it is the plan to encourage regular conferences of all Extension workers, to coordinate activities, to discuss plans for the immediate future, and to integrate the work so that each worker will support and complement the other.

At the State level, the same procedure is followed with monthly staff meetings which include our specialist group, followed by an administrative staff conference with the supervisory and administrative personnel. In the various subject-matter fields, very definite plans and procedures are discussed with the personnel to coordinate the work of the several subject-matter groups. We find that there are very few problems which require the attention of only the one department. Usually, it is necessary to involve several departments and every effort will be made to plan from this level. The involvement of all the people concerned in the planning stage is essential if greatest results are to be accomplished.

The assistant director in charge of agricultural programs will be charged with the responsibility of coordinating these programs and activities dealing with agriculture. The assistant director in charge of home demonstration work will be charged with coordinating these programs and activities dealing with home economics. The two, along with the director and associate director, will be responsible for coordinating all phases into a united program.

It is administrative policy, and plans are already developed, to bring in other Federal and State agencies at the planning stage of any activity, if these agencies are to be involved or if they can make a contribution in the activity. In many of the activities, a number of these agencies are involved and render real assistance. Where any problem arises with an agency, it is the plan to discuss this problem immediately with the agency and try to work out of the situation in an amicable and fair way. Success in Virginia has been remarkable in this respect.

E. Policies and procedures for strengthening Extension work and its public relations

During 1953, rather concentrated effort was devoted to improved public relations. This work will be continued in 1954. County workers will be encouraged to report periodically to the county governing board and to make this report available to key leaders, legislators, and to the Extension advisory committees. All workers are encouraged to participate in civic affairs and to appear on the programs of civic groups, upon request, to discuss Extension activities, its accomplishments, its goals, its methods of procedure, et cetera. District agents will follow through in contacting key leaders and county governing boards in their respective districts to keep them informed of the problems and accomplishments.

At the State level, the agricultural council, composed of the Dean of Agriculture, the Director of the Experiment Station, and the Director of Extension, meets regularly once a month to discuss pertinent problems and other items of interest. The council meets upon call to consider questions of mutual interest. Working relationships between the three divisions will continue good unless the past record reverses itself. Staff conferences of the agricultural faculty are held each two months. Here, all members of the agricultural faculty, teachers, research workers, and Extension workers participate and discuss problems common to the entire School of Agriculture. This has done much to coordinate and improve relationships between the three divisions of the school.

The Extension Service will report to the President and Board of Visitors of Virginia Polytechnic Institute under established procedure. Fortunately, we have ready access to our President and can discuss freely with him any problem which arises.

III. MAJOR ADMINISTRATIVE PROBLEMS

Major administrative problems have been indicated in the discussion above. A partial listing of these might be set forth as follows:

(1) Securing adequate funds to finance the program
(2) Coordination of staff and assignment of duties
(3) Integration of the various program activities
(4) Obtaining adequately trained personnel in view of present competitive situations
(5) The in-service training of personnel
(6) Cooperating and coordinating activities with those of other agencies
(7) Developing clear-cut policy
(8) Determining adjustments in program to meet emergency situations and implementing these adjustments

IV. ADMINISTRATIVE PROCEDURES AND POLICIES

Administrative procedures and policies have been discussed rather fully in the above sections. Additional items to be undertaken during 1954, with the hope of improving the total operation, are indicated below.

A member of the administrative staff has been designated to be responsible for handling the administrative details of the Penalty Privilege and of keeping workers thoroughly informed and posted on this privilege. This individual will also handle phases bearing on the use of postage, staying within quota on penalty material, and related problems.

An Extension handbook will be released in 1954. This is designed to give Extension employees a complete statement of policy, administrative procedure, and regulations governing the operation of Agricultural Extension in Virginia. It is hoped that this will be a rather complete treatise and one which will enable employees to stay better posted. It should be especially helpful to new employees.

The administration is also coordinating through the assistant director in charge of agricultural programs a new periodic release entitled, "What's New in Agriculture." This is designed to give our workers information about which detailed conclusions and recommendations have not yet been prepared. It is also designed to give information upon

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the status of certain research activities, the progress being made, and the indications to date of such research. The real purpose is to enable Extension employees to discuss intelligently with farm people the many items which get released to magazines, newspapers, et cetera, but for which detailed recommendations or results have not been prepared and released.

Stepped-up activity is planned for 1954 in the matter of coordinating all phases of Extension activities. Regular State staff meetings will be continued. Frequent meetings of the administrative and supervisory personnel will be held with the primary function of coordinating activities. County personnel will be encouraged to hold weekly staff meetings and will be given both administrative and supervisory help in coordinating the entire Extension program. Coordination and integration of subject matter between the various departments are to be emphasized. The farm management approach will be emphasized in all subject-matter work.

It is planned to have the assistant director of Extension and the Extension accountant attend a training school at the Federal Extension Office on administrative matters and the handling of details in connection with finance, personnel, et cetera.

V. COOPERATION AND INTEGRATION

In Virginia, there is one Extension program. Administratively, we try to think and talk in these terms at all times, rather than thinking of an agricultural program, a 4-H club program, a home demonstration program, et cetera. We try to make our workers conscious of the fact that each of these is a segment of a well-balanced whole. We use the terms "county agricultural agent," "home demonstration agent," and "assistant county agricultural agent," et cetera, rather than the term "4-H club agent," to help promote this idea. We insist that assistant agents have opportunity to work in all phases of Extension programs. This is essential if they are to get the right kind of training and be able to take over county positions or specialist positions when vacancies occur.

Periodic conferences at the State level and county level will be insisted upon for the purpose of coordinating and integrating the work of all employees. As indicated above, progress has been made and approximately the same procedure as that followed in 1953 will be used. The assistant director in charge of agricultural programs and the assistant director in charge of home demonstration programs, working with the director, will have primary responsibility for integrating the various programs.

An effort will be continued during the year 1954 to have the head of the agricultural subject-matter departments a three-way employee. Also, we will continue the policy of housing together research, teaching and Extension personnel of the same department. The director insists that Extension employees participate in the agricultural faculty and departmental meetings. Extension workers serve on committees of the School of Agriculture along with the teaching and research faculty. This will be continued.

There is a good working relationship with the administration of the Institution, and this will continue. We have no difficulty whatever in discussing problems with the President of the Institution and always find him receptive to conferences and willing to advise with us at all times.

It is planned to continue the good working relationships with the other State and Federal agencies in Virginia. Educational assistance will be given to all Federal and State agencies in getting the important aspects of their programs across to rural people. They will be given technical assistance when and where needed. A rather large group of Extension specialists serves on the several committees of the agricultural agencies working in the State. The other agricultural agencies assist Extension with its program. This consists of participation in the planning of certain programs, instructing county and district personnel of the role it can play in putting the program into effect, and urging that the personnel participate and give such help as he can to the county Extension personnel in effectuating the program. It is a give-and-take proposition, or maybe better described as a mutual undertaking where a common objective is established, and each group works toward reaching the objective within the limits and regulations of its organization.

Subject-matter specialists, particularly, work closely with the various interest-group associations throughout the State. The administrative group works closely with and serves on several committees of the general farm organizations.

Members of the administrative staff will very probably serve on committees of the following agencies and organizations during the year 1954:

(1) Agricultural College Council, V.P.I.
(2) Virginia State ASC Committee
(3) State FHA Committee

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(4) State Soil Conservation Committee
(5) State Soil Conservation Service Committee
(6) Valley States' Conference, T.V.A.
(7) Tree Farm Committee
(8) Land Use Committee on Potomac River Basin
(9) An Inter-college Committee on Public Relations
(10) Board of Virginia State Farm Bureau Federation
(11) Governor's State-wide Safety Committee

and probably others

VI. CALENDAR OF WORK

ACTIVITY	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Annual Extension Conference								X				
District Extension Conferences		X			X			X			X	
4-H Club District Conferences		X	X					X	X			
4-H Club Week		X										
All Star Conference						X						
4-H Club Short Course						X						
4-H Club Congress											X	
Home Demonstration Week					X							
District H.D. Club Meetings					X							
Institute of Rural Affairs							X					
Monthly Staff Conferences	X	X	X	X	X	X	X	X	X	X	X	X
Agricultural Faculty Meetings	X		X		X		X		X		X	
General Faculty Meetings	X			X			X			X		
Commodity Group Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Farm Bureau & Grange Activities	X	X	X	X	X	X	X	X	X	X	X	X
Valley States Conference				X						X		
Land-Grant Meeting										X		
Academy of Science					X							
Agricultural Conference Board		X					X					
Council-VPI School of Agriculture	X	X	X	X	X	X	X	X	X	X	X	X
Committee on Training Center for Extension Administrators				X		X			X			
Southern Directors' Conference				X					X			
Marketing Conference for Extension Directors				X								
In-service Training School		X										
Induction Training School							X					

Virginia -- 2/27/54

EXHIBIT A

NEED FOR ADDITIONAL FUNDS FOR AGRICULTURAL EXTENSION WORK IN VIRGINIA

The budget submitted to the Congress includes an appropriation of $38,662,000 under Public Law 83, Smith-Lever Act as amended, for distribution to states in conducting Cooperative Extension Work in Agriculture and Home Economics. This represents an increase of $7,064,721 over the present appropriation for this purpose.

The increase in appropriation of federal funds will provide an additional $205,638 to the Virginia Agricultural Extension Service under the formula provided in the Smith-Lever Act as amended. The additional funds are needed to strengthen and expand educational work with farm families throughout the State. These additional funds are needed to help individual farm families meet the many problems of a modern and changing agriculture in Virginia. It is proposed to use such funds for the following purposes: (1) Approximately 80 percent of the funds will be used for strengthening agricultural Extension work in the counties with particular emphasis given to the employment of additional personnel to provide "on-the-farm" assistance to farm families; and (2) approximately 20 percent will be used at the State level to strengthen specialists assistance in farm and home management, marketing and consumer education.

The citizens of Virginia have recognized the value of and the need for Agricultural Extension Work as indicated by the fact that State and county funds have increased over $1,200,000 in the last 10 years. During the same period, Federal funds for agricultural Extension work in Virginia increased only $355,536. It is evident that the state and county governments have borne the major share of the increased cost of maintaining the Agricultural Extension Service during the past 10 years.

In order to meet some of the important needs of farm families, studies of individual farm situations are required. This involves intensive work with farm families in the whole area of farm management to make full use of all current research information and to determine the proper combination of enterprises that will result in the most efficient use of available resources including land, labor, capital and management.

Farmers of Virginia are now receiving around $200,000,000 annually in increased income over that of 20 years ago as a result of greater efficiency in the production of tobacco, corn, peanuts, milk and eggs. This increased income is based on higher production per unit and not on a higher price level. The findings of research put to use on farms have been responsible for the increased income.

The Agricultural Extension Service, with its personnel in each county, is the designated agency of the USDA and the Land-Grant College to take this research information to farm people and help them apply it. This research information is made available through the Extension Service to other state and Federal agencies.

Increased efficiency in the production and marketing of food and fiber as a result of agricultural research and education benefits both producers and consumers. It assures consumers of adequate supplies of farm products and farm people an improved level of living. Increased purchasing power of farm people also stimulates business activity.

The investment of additional Federal funds in Agricultural Extension Work will bring about an improved agricultural situation which will be an advantage to all segments of society.

VIRGINIA
December 1, 1953

STRENGTHENING EXTENSION WORK IN VIRGINIA

General Situation

In recent years, the farm pattern in Virginia has undergone rather drastic changes. These changes are taking place not only in the production pattern, but also in the capital investment and in the amount of financing required for production.

The average capital investment in farm lands, equipment, buildings and capital production goods amounted to about $6,000 in 1940. The comparable capital investment in 1950 was approximately $13,000.

Farmers can go broke faster than ever before. The time required to get new research information put to use must be reduced through a much more intensive educational program.

During this period, there has been a steady growth in livestock and poultry throughout the State. Livestock, livestock products, poultry and poultry products now account for 54 per cent of the total Virginia farm income. This shift in the production pattern and capital investments required in agricultural production has created problems in farm financing.

There is a continuing decrease in the labor supply. To meet this labor shortage and improve efficiency are requiring larger and larger capital investments in labor-saving machinery and devices on the farm and in the home. This item alone presents a real problem.

The marketing of farm products has not kept pace with production so far as efficiency in output per man is concerned. Farmers have not given the attention needed to producing the kinds and quality of products which the consumer demands, nor have they given attention to the proper handling of their products at market time to preserve quality. There is much to be done with the producers, handlers, processors, wholesalers, and retailers in improving market efficiency to the end that waste is avoided and the farm products are presented to the consumer in attractive and good condition. There is a general lack of understanding among consumers of what is involved in the production of food and fiber and the necessary marketing operations through which such items must go to become available to the ultimate consumer. An intelligent understanding of these problems is essential if the consumer is to get most for his dollar and the farmer the greatest return for his production effort.

In 1940, approximately 40 per cent of the Virginia farms had electricity available. In 1950, 91 per cent of the farms had electricity available. At the same time, only 35 per cent had electric water pumps and 15 per cent electric hot water heaters.

Young people are faced with a real problem of getting started in farming. The high capital investment required under present conditions, plus the high production cost, presents a real problem to young people wishing to engage in farming and to eventually become farm owners. These young people also face the problem of adjusting from the role of youth to that of mature and responsible citizens. It is estimated that there are 300,000 farm and rural youth in this age group, commonly referred to as young men and women.

In the younger group, that is, those of 4-H Club age, there are over 400,000 boys and girls in rural areas which should have the opportunity to participate in 4-H Club activities. Approximately, 60,000 of this group are now being reached through 4-H Club activities.

There are 150,000 farms in Virginia. When you add to this 230,000 non-farm rural families, there is a total of 380,000 families which could benefit from expanded Extension activities in the area of family living. It is estimated that 50 per cent of the farm women and 81 per cent of the rural non-farm women are not now effectively reached due to limited personnel. The number of requests for assistance in the area of family life is indeed broad involving house planning, home furnishings, including labor-saving equipment, managing the family income for greatest returns in family and community life, foods and nutrition, health, consumer purchasing, to mention only a few of the areas for which there is great need and real demand.

It is essential that farm people appreciate and understand public policies and programs and the effect which such policies and programs have upon agriculture and society as a whole. Unless farm people have a basic understanding of what is involved in public affairs, they cannot intelligently voice opinions and give the guidance essential to the formulation of policies and programs. Work in this area with farm people has hardly been touched.

Needs

To meet the problems indicated by the situation requires an expanded and more intensive educational effort. In most of the areas, the eventual answer to the problem is to place the farmer and the farm family in position to make those decisions which will most nearly assure maximum returns for the labor and capital involved and an appropriate standard of living and community life for the family.

To make progress in this direction requires that present Extension activities be continued and expanded. However, emphasis in many areas must be intensified and the approach directed more specifically to the problem.

Approaches and Methods

In the present situation, farmers must be in position to make those decisions which will place a sound financial base under the farm operations. More attention must be given to on-the-site analysis and advice on the farm unit as a whole. Therefore, farmers must be given assistance in determining what enterprises and what combination of enterprises are best suited to the individual farm and are most likely to give satisfactory returns for the capital and labor invested. Help must be given in determining what types of machinery and equipment are most nearly suited to meet the needs and how much the farm can afford to invest in such items.

To really be effective, more emphasis must be given on a farm-unit basis than has been possible in recent years.

Work with farm groups and lending agencies to develop those types of financing which will meet the farm needs, resulting from the shifting pattern of farming, is fruitful and should be intensified. This effort must be directed toward helping determine the type of credit and terms of credit which will allow the farmer to do long-range planning and have the opportunity to place his operation on a sound financial basis. This will require work with the lending agencies serving farm people and the farm people themselves.

To improve the marketing of farm products is going to require intensive work with all parties, including the producer on through to the ultimate consumer. Farmers must be brought in contact more directly with consumer preferences and consumer demands if they are to recognize the necessity for quality production of the right kinds of products. The producer must give increasing attention to the preparation of products for market to insure quality and the elimination of waste in the marketing process. This can be accomplished only by more intensive educational activity and demonstrations with commodity groups and farmers generally. Research must be continued and intensified to help find more efficient methods of handling and processing farm products within the trade channels. Extension must work more directly with the handlers and processors of farm products to help them analyze their individual situations and determine what efficiencies and improvements can be made. Likewise, at the retail level, intensive educational activity is required to assist the retailer in displaying, packaging and preserving produce so that it meets consumer demand, thus increasing the potential market for the farmer's product. Work which has been done indicates that this field of activity offers real possibility, but it cannot be touched in any satisfactory manner with present limited personnel. It will also require personnel trained in marketing methods and procedures who can intelligently work with the various marketing groups.

Work must be done with consumers to give them a proper understanding of what is involved in getting daily bread and raiment to their tables and in their households. Effort must be made to acquaint consumers with the problems of the farm in the production of food and fiber and of the processes through which such items must pass before reaching them. Both consumer and farmer must be shown that demands for additional marketing

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services increase the cost to the consumer and lower the share of the consumer dollar going to the farmer. They should also be trained on how to determine quality and what constitutes good buys, if the best interest of the farmer and the consumer is to be served. This problem must be approached through mass media, demonstrations and consumer schools. To be effective, it must be carried forward in both rural and urban areas. Trained personnel is the limiting factor in the consumer-education field.

Young people, particularly those desiring to get started in farming, have many problems with which Extension can help. They need advice and assistance on capital requirements for different types of farming, what constitutes an efficient unit, financing capital investment and production, the application of technology to various farm and home enterprises, and related questions. These young people need and are seeking information on partnership arrangements, rental arrangements, and in determining whether to start farming as a tenant or renter or attempt to buy. Likewise, these young folks are requesting and need help in the many problems of homemaking, especially on how to make the dollars available for the family living accomplish the maximum. In this younger group, we often find that they do not feel a part of the community. Their needs and desires are different from those of the older people of the community. Often, community activities are geared to the older group and have little or no appeal to these young people. Educational activities beamed directly at the needs of this group, which afford maximum participation of both young men and women, should be carried on. Such programs must cover not only the technological and business phases of farming and homemaking but must afford opportunity for recreation and social development of the group. They must also find ways and means of helping these young people become affiliated with and to participate in the adult organizations and activities of the community. The great need in this field from the Extension standpoint is personnel properly trained so that opportunities which exist with presently-organized groups can be effectively used and methods developed for reaching and effectively serving others.

With the younger group, the group of 4-H Club age, it would appear that the present pattern of 4-H Club activities serves well. The great need here is to give more youth an opportunity to participate in 4-H Club activities. This will require additional Extension personnel and a greatly expanded corps of volunteer leaders.

The farm home and family are inseparable from the farm. Just as more careful planning and selection of enterprises are essential on the farm so is the planning of those items affecting the farm home and family living. The two are so inseparable that adjustments must take into consideration both the home and the farm. While we are reaching rather large numbers of farm women through HDA clubs, direct and indirect contacts, limited personnel prevents much of the on-the-spot advising with families on over-all home and family plans. In addition to the work now being accomplished, educational work in proper nutrition, health, purchasing for the family needs, management of time, et cetera, must be carried on to reach greater numbers of our rural people. Communities are constantly calling on Extension for

assistance in developing needed community services, community recreation, and other aspects of community life. While the work in these fields must go forward, emphasis must be placed on work with the individual home and work with small groups to help them determine what can be done within the means available to improve the home, health and general welfare of the family; thus, a more direct application to many of the problems than Extension has been able to undertake due to limited personnel.

The work which has been done in the area of public policy is negligible compared to the need. Farm people generally have little concept as to the vital considerations which must go into policy decisions and the effect these decisions have on domestic and foreign trade. They have little conception of the effect on agricultural exports of tariffs which prohibit imports from other countries. Farm people need to know about the marketing processes, including the function of prices, the fundamentals involved in these processes, and how they affect farm prices. There must be an understanding of these fundamentals if farm people are to properly appraise different public policies and programs and determine both their short-time and long-time implications for agriculture. The Extension Service must give greatly increased attention to this field, presenting fundamental information and proposed policies and programs in a factual way, if farm people are to intelligently express themselves and be effective citizens. Presentation of this type of information can be carried on in many ways. To be most effective, the presentation of public policy must reach the farm people directly so that they have an opportunity to discuss and exchange ideas and thoughts with their neighbors. This suggests that the small informal discussion group with leading farmers is the focal point around which educational activities in public policy questions should be carried on. Once a real interest is stimulated, radio, television, news articles, et cetera, will become more meaningful and thought-provoking.

In summary, it can be said that the agricultural situation is such that Extension must re-orient its program to focus more directly on the problems confronting agriculture. Particularly is this true in the fields of management, adjustment and marketing. All of this indicates that Extension must take a more direct approach to help the individual farm family make those decisions which seem to offer greatest possibility for successful operation of the farm and improving the family living.

If this approach is to be undertaken and significant headway made in meeting the problem, the county Extension staff must be doubled and the specialist staff increased some 50 per cent. The present staff now has more demands upon it than can be met even using the most extensive methods. To do a more intensive job and assist individual families with the many problems will require a greatly expanded staff. Extension has often been criticized for undertaking too much and, therefore, not being able to do as thorough and as complete a job as needed. This is a just criticism. It would be folly to think that Extension could do a much more intensive job, even though this is the answer to many of the problems, unless additional personnel and resources can be provided.

VIRGINIA AGRICULTURAL EXTENSION SERVICE

ADMINISTRATION (1) PLAN OF WORK
(Name of Project)

for

Calendar Year 1954

Major phases of project or subdivisions of project covered	Name of Worker*	Percentage of time devoted to entire project by each worker
Administration	L. B. Dietrick	33-1/3
	W. H. Daughtrey	100
	P. H. DeHart	100

Date submitted _____, 1954 Signed: _____
Project Leader

Date approved _____, 1954 Signed: _____
State Director of Extension

Date approved _____, 1954 Signed: _____
Director of Extension Work
U.S. Department of Agriculture

*If phases of project are divided between two or more workers, indicate assignment to each.

PLANS FOR ADMINISTRATION OF EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS IN VIRGINIA FOR 1954

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I. SITUATION AND PROBLEM STATEMENT

Attached is a statement of the current situation and problems in broad, general outline, which gives the basis for developing the 1954 program.

This statement was developed after consultation with leaders throughout the State, supervisory and administrative staffs of the Extension Service, and discussions at regular staff meetings involving subject-matter specialists. After such deliberations, the statement was actually prepared by the administrative staff. It is used by the district supervisors in assisting counties with program planning and development and by subject-matter specialists in thinking through and developing their annual plans of work and long-range objectives.

Major emphasis of the Extension program for 1954 will be on efficiencies in the farm and farm home to meet current situations. The farm price squeeze has made it incumbent that farmers and farm families plan more completely and manage better than in recent years. In all phases of the program, as much help as possible will be given farm people in considering all factors and in making decisions. Emphasis will be laid on marketing and management.

In the present situation, farmers are likely to be inclined to reduce costs by eliminating the use of fertilizers and other items of production which really are the basis for efficient and economical production. Emphasis will be placed on determining where to cut and where not to cut costs in the 1954 operation. In other words, Extension will give emphasis to not being "penny-wise and pound-foolish." Emphasis throughout the year will be given to those things calculated to increase farm efficiency and reduce the cost of production, to improved marketing, and to better management.

II. ANALYSIS OF ADMINISTRATIVE SITUATION

A. Financing Extension Work

For the year ending June 30, 1954, the following funds are available for financing the Extension Program:

1.	Federal Funds --	$ 944,111
2.	State Funds --	1,354,799
3.	County Funds --	307,180
	Total ----------	$2,606,090

In addition, $16,946 are available from the Tennessee Valley Authority to finance cooperative work between the Extension Service and the Tennessee Valley Authority. $5,695 are available from the Southeastern Aromatic Tobacco Association for financing demonstrational work in the production and marketing of aromatic tobacco.

The State budget for the biennium 1954-1956, which was prepared for presentation to the 1954 Session of the General Assembly, requested a total of $5,315,350, or an increase of $728,222 from State and Federal funds. Of this increase, it was determined that $433,193 will be required to continue the Extension program at its present level and make some basic salary adjustments, and that $394,029 will be requested for increased personnel to expand the program. Increased personnel is being requested as follows: Twenty additional positions, at the county level, and ten additional subject-matter specialist positions.

In preparing the budget, the recommendations of the various agricultural interests were obtained. The budget was reviewed thoroughly with these representatives and their help solicited in presenting the budget requests to the General Assembly. This help has been promised and, if past experience may be used as a guide, the various agricultural interests will lend their full support to the requests.

Statements setting forth the requests, the need for the additional funds, and the purposes for which proposed to be used will be prepared and made available to agricultural groups, key leaders, and others who are interested and are assisting in the effort to obtain adequate financing.

In connection with increased Federal funds, every effort will be made to get the support of leaders throughout Virginia. Material giving information on the need for additional financing, requests which are being made at the Federal level, and the proposed use of such funds will be prepared and made available to farm organizations, commodity groups, and individual leaders throughout the State. These leaders will also be contacted personally and asked to assist in bringing this matter to the attention of the appropriate congressmen and senator with the request that they support the recommendations. Work done to date on this phase indicates a favorable response on the part of our leaders and that active interest will result.

Effort will be continued on increasing funds from county sources. A goal of $10,000 from county sources is being established. The district agents are working on this problem by presenting the information to the county governing bodies on the basis of the county's carrying a fair share of the total load.

B. Adjustments in Extension Organization

One of the badly needed adjustments in the organizational set-up of the Virginia Agricultural Extension Service is the creation of an additional supervisory district. Virginia has one hundred county units, with five supervisory districts. This is too heavy a load for proper supervision with the many duties which our district agents have to handle. Six districts would give a much better distribution and would enable the district agents to do a more complete job of supervision, especially in the field of planning and program execution. Whether the additional district can be established will depend very largely on finances being available for this specific purpose. No additional major changes are contemplated in the organizational set-up. Major assignment of duties and responsibilities is set forth in previous plans of work and annual reports.

C. Personnel

Personnel numbers available at the beginning of the 1954 year will be as follows:

State Level

	White		Negro	
	Men	Women	Men	Women
Administrative Officers	4	1		
Accountant	1½			
Subject-matter Specialists (full time)	56	10		

	White		Negro	
	Men	Women	Men	Women
State Level (Contd.)				
Subject-matter Specialists (part time)	15	2		
Clerical and Stenographic Personnel	7	34		
District Personnel				
District Agents	5	5	2	2
Clerical and Stenographic Personnel				1
County Personnel				
County Agents	97		30	
Assistant County Agents	55			
Home Demonstration Agents		93		29
Assistant Home Demonstration Agents		13		2
Clerical and Stenographic Personnel		101		

As indicated above, certain new positions were requested in the budget presented to the Governor for the biennium July 1, 1954--June 30, 1956. If funds are available for these positions, they will be as follows:

A. County Extension Agents and Assistants

4 - County home demonstration agents (white)
2 - County home demonstration agents (Negro)
2 - County agricultural Extension agents (Negro)
4 - County assistant home demonstration agents (white)
8 - County associate agricultural Extension agents (white)

B. Subject-matter Specialists

1 - Associate Professor - Farm Management Specialist
1 - (1/2 time) Associate Professor - Fruit Marketing Specialist - (This position will be a full-time Extension position; however, one-half of the salary will be paid from research and marketing funds under special agreement with the Federal Extension Office.)

1 - Associate Professor - Meats Specialist
1 - (1/2 time) Associate Professor - Record of Performance Specialist for beef cattle and swine. (This will be a joint employee with the Virginia Agricultural Experiment Station.)
1 - (1/2 time) Associate Professor - Rural Electrification Specialist - (This will be a joint employee with the Virginia Farm Electrification Council.)
1 - Associate Professor - Farm Machinery Specialist
1 - Associate Professor - Plant Pathology Specialist
2 - (1/2 time) Associate Professors - Fruit Production Specialists - (These will be joint employees with the Virginia Agricultural Experiment Station.)
1 - Associate Professor - Ornamental Horticulture and Landscape Specialist
1 - Professor - Poultry Disease Specialist
1 - Associate Professor - House Furnishings Specialist
1 - Associate Professor - Clothing Specialist

Should additional Federal funds be available, it is proposed to use a substantial portion of these funds for strengthening work in management and marketing. The attached statement, marked Exhibit A, sets forth the proposed division of funds as between State and county level workers. It is hoped that such funds as may be appropriated by the Congress will not be too restricted. One of the real needs is to make some adjustment in salary scales and, if permissible, a portion of the funds will be used for adjusting the salary scales of our county workers.

Selection of personnel.--Personnel employed by the Extension is required to have its B.S. Degree from a recognized school of agriculture or home economics with the exception of a very few specialized positions. In addition, a farm background is desirable and insisted upon except where an individual may have other very outstanding abilities. A rather detailed application is required from each applicant. If the applicant seems promising on the basis of a review of this information, an interview is arranged between the appropriate supervisor and members of the administrative staff. In such interview, every effort is made to determine the individual's basic training, background, and aptitude for Extension work. Before employment is offered, agreement is reached between the immediate supervisor of the position for which an applicant is being considered and the administrative staff.

Training.--Emphasis will be continued on in-service training during 1954. An induction training school for new employees will be held in June, 1954. A two-week in-service training school for approximately 75 workers is planned for early 1954. This school will give emphasis to program planning, development and execution, the handling of public policy discussions, youth organizations and procedures, leadership development and training, and subject matter. The subject matter will be in those areas in which the average county worker is poorest prepared. It is planned to have at least twenty Extension workers take advantage of the regional Extension training schools during the summer of 1954.

At the 1954 Extension Conference, training on marketing, management and Extension procedures will be emphasized. As in the past, emphasis will be given to the individual worker's doing all possible to improve his competency through individual study, exchange of ideas, and taking advantage of district meetings, local training meetings, et cetera.

The more outstanding Extension workers are encouraged to obtain their M.S. degrees, and the few showing an aptitude for it will be encouraged to take their Ph.D. degrees. However, training will be pointed toward improving the individual's efficiency to do an outstanding Extension job rather than putting the emphasis on obtaining a degree.

Supervision.--Supervision is one of the weak spots in Extension. In most cases, administrative and supervisory personnel has not been trained for this particular type of work. Emphasis will be placed on supervisory techniques and on taking the necessary time to work through rather carefully with personnel plans and procedures for accomplishing desired goals. Staff discussions will be held periodically on this subject. It is hoped that progress can be made. Plans are under way for completing the organizational pattern of having subject-matter department heads three-way employees and of having a project leader designated for each department. The theory of this plan was set forth in the 1953 administrative report.

Retirement.--There is no change contemplated in the retirement plans for the year 1954. Details of the situation in Virginia are set forth in the 1953 annual administrative report.

Salary scales.--The salary scales for Extension workers in Virginia are somewhat below those for immediately surrounding states and considerably below the salaries for comparable positions in Federal employment. Plans are being developed to improve this situation. Certain funds are

being requested from the General Assembly to improve the salary scale of Extension workers classified as faculty, i.e., those on the same salary schedule as teaching and research personnel. This is primarily the subject-matter specialist group. There is real need for improvement in the salary scale of county workers. It is sincerely hoped that any increase in Federal appropriations will allow enough leeway that some of the increased funds can be used for improvement of salaries. While progress has been made in recent years in increasing the general range of salaries, they are still not adequate and the administration works continuously in trying to improve this situation.

D. Programs--That meet major problems

The meeting of major farm problems is primarily that of effective coordination and development. It is the administrative plan and policy to integrate all Extension activities to the fullest extent possible. It is also policy to involve lay people and lay leadership in this process.

In Virginia, we talk in terms of an Extension program which includes the work in agriculture, home economics, and with youth. We think of these as the large segments of a total Extension program. At the county level, it is the plan to encourage regular conferences of all Extension workers, to coordinate activities, to discuss plans for the immediate future, and to integrate the work so that each worker will support and complement the other.

At the State level, the same procedure is followed with monthly staff meetings which include our specialist group, followed by an administrative staff conference with the supervisory and administrative personnel. In the various subject-matter fields, very definite plans and procedures are discussed with the personnel to coordinate the work of the several subject-matter groups. We find that there are very few problems which require the attention of only the one department. Usually, it is necessary to involve several departments and every effort will be made to plan from this level. The involvement of all the people concerned in the planning stage is essential if greatest results are to be accomplished.

The assistant director in charge of agricultural programs will be charged with the responsibility of coordinating those programs and activities dealing with agriculture. The assistant director in charge of home demonstration work will be charged with coordinating those programs and activities dealing with home economics. The two, along with the director and associate director, will be responsible for coordinating all phases into a united program.

It is administrative policy, and plans are already developed, to bring in other Federal and State agencies at the planning stage of any activity, if these agencies are to be involved or if they can make a contribution in the activity. In many of the activities, a number of these agencies are involved and render real assistance. Where any problem arises with an agency, it is the plan to discuss this problem immediately with the agency and try to work out of the situation in an amicable and fair way. Success in Virginia has been remarkable in this respect.

E. Policies and procedures for strengthening Extension work and its public relations

During 1953, rather concentrated effort was devoted to improved public relations. This work will be continued in 1954. County workers will be encouraged to report periodically to the county governing board and to make this report available to key leaders, legislators, and to the Extension advisory committees. All workers are encouraged to participate in civic affairs and to appear on the programs of civic groups, upon request, to discuss Extension activities, its accomplishments, its goals, its methods of procedure, et cetera. District agents will follow through in contacting key leaders and county governing boards in their respective districts to keep them informed of the problems and accomplishments.

At the State level, the agricultural council, composed of the Dean of Agriculture, the Director of the Experiment Station, and the Director of Extension, meets regularly once a month to discuss pertinent problems and other items of interest. The council meets upon call to consider questions of mutual interest. Working relationships between the three divisions will continue good unless the past record reverses itself. Staff conferences of the agricultural faculty are held each two months. Here, all members of the agricultural faculty, teachers, research workers, and Extension workers participate and discuss problems common to the entire School of Agriculture. This has done much to coordinate and improve relationships between the three divisions of the school.

The Extension Service will report to the President and Board of Visitors of Virginia Polytechnic Institute under established procedure. Fortunately, we have ready access to our President and can discuss freely with him any problem which arises.

III. MAJOR ADMINISTRATIVE PROBLEMS

Major administrative problems have been indicated in the discussion above. A partial listing of these might be set forth as follows:

(1) Securing adequate funds to finance the program
(2) Coordination of staff and assignment of duties
(3) Integration of the various program activities
(4) Obtaining adequately trained personnel in view of present competitive situations
(5) The in-service training of personnel
(6) Cooperating and coordinating activities with those of other agencies
(7) Developing clear-cut policy
(8) Determining adjustments in program to meet emergency situations and implementing these adjustments

IV. ADMINISTRATIVE PROCEDURES AND POLICIES

Administrative procedures and policies have been discussed rather fully in the above sections. Additional items to be undertaken during 1954, with the hope of improving the total operation, are indicated below.

A member of the administrative staff has been designated to be responsible for handling the administrative details of the Penalty Privilege and of keeping workers thoroughly informed and posted on this privilege. This individual will also handle phases bearing on the use of postage, staying within quota on penalty material, and related problems.

An Extension handbook will be released in 1954. This is designed to give Extension employees a complete statement of policy, administrative procedure, and regulations governing the operation of Agricultural Extension in Virginia. It is hoped that this will be a rather complete treatise and one which will enable employees to stay better posted. It should be especially helpful to new employees.

The administration is also coordinating through the assistant director in charge of agricultural programs a new periodic release entitled, "What's New in Agriculture." This is designed to give our workers information about which detailed conclusions and recommendations have not yet been prepared. It is also designed to give information upon

the status of certain research activities, the progress being made, and the indications to date of such research. The real purpose is to enable Extension employees to discuss intelligently with farm people the many items which get released to magazines, newspapers, et cetera, but for which detailed recommendations or results have not been prepared and released.

Stepped-up activity is planned for 1954 in the matter of coordinating all phases of Extension activities. Regular State staff meetings will be continued. Frequent meetings of the administrative and supervisory personnel will be held with the primary function of coordinating activities. County personnel will be encouraged to hold weekly staff meetings and will be given both administrative and supervisory help in coordinating the entire Extension program. Coordination and integration of subject matter between the various departments are to be emphasized. The farm management approach will be emphasized in all subject-matter work.

It is planned to have the assistant director of Extension and the Extension accountant attend a training school at the Federal Extension Office on administrative matters and the handling of details in connection with finance, personnel, et cetera.

V. COOPERATION AND INTEGRATION

In Virginia, there is one Extension program. Administratively, we try to think and talk in these terms at all times, rather than thinking of an agricultural program, a 4-H club program, a home demonstration program, et cetera. We try to make our workers conscious of the fact that each of these is a segment of a well-balanced whole. We use the terms "county agricultural agent," "home demonstration agent," and "assistant county agricultural agent," et cetera, rather than the term "4-H club agent," to help promote this idea. We insist that assistant agents have opportunity to work in all phases of Extension programs. This is essential if they are to get the right kind of training and be able to take over county positions or specialist positions when vacancies occur.

Periodic conferences at the State level and county level will be insisted upon for the purpose of coordinating and integrating the work of all employees. As indicated above, progress has been made and approximately the same procedure as that followed in 1953 will be used. The assistant director in charge of agricultural programs and the assistant director in charge of home demonstration programs, working with the director, will have primary responsibility for integrating the various programs.

An effort will be continued during the year 1954 to have the head of the agricultural subject-matter departments a three-way employee. Also, we will continue the policy of housing together research, teaching and Extension personnel of the same department. The director insists that Extension employees participate in the agricultural faculty and departmental meetings. Extension workers serve on committees of the School of Agriculture along with the teaching and research faculty. This will be continued.

There is a good working relationship with the administration of the Institution, and this will continue. We have no difficulty whatever in discussing problems with the President of the Institution and always find him receptive to conferences and willing to advise with us at all times.

It is planned to continue the good working relationships with the other State and Federal agencies in Virginia. Educational assistance will be given to all Federal and State agencies in getting the important aspects of their programs across to rural people. They will be given technical assistance when and where needed. A rather large group of Extension specialists serves on the several committees of the agricultural agencies working in the State. The other agricultural agencies assist Extension with its program. This consists of participation in the planning of certain programs, instructing county and district personnel of the role it can play in putting the program into effect, and urging that the personnel participate and give such help as he can to the county Extension personnel in effectuating the program. It is a give-and-take proposition, or maybe better described as a mutual undertaking where a common objective is established, and each group works toward reaching the objective within the limits and regulations of its organization.

Subject-matter specialists, particularly, work closely with the various interest-group associations throughout the State. The administrative group works closely with and serves on several committees of the general farm organizations.

Members of the administrative staff will very probably serve on committees of the following agencies and organizations during the year 1954:

(1) Agricultural College Council, V.P.I.
(2) Virginia State ASC Committee
(3) State FHA Committee

(4) State Soil Conservation Committee
(5) State Soil Conservation Service Committee
(6) Valley States' Conference, T.V.A.
(7) Tree Farm Committee
(8) Land Use Committee on Potomac River Basin
(9) An Inter-college Committee on Public Relations
(10) Board of Virginia State Farm Bureau Federation
(11) Governor's State-wide Safety Committee

and probably others

VI. CALENDAR OF WORK

ACTIVITY	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Annual Extension Conference								X				
District Extension Conferences			X			X			X			X
4-H Club District Conferences			X	X					X	X		
4-H Club Week			X									
All Star Conference							X					
4-H Club Short Course							X					
4-H Club Congress												X
Home Demonstration Week						X						
District H.D. Club Meetings						X						
Institute of Rural Affairs								X				
Monthly Staff Conferences	X	X	X	X	X	X	X	X	X	X	X	X
Agricultural Faculty Meetings	X		X		X		X		X		X	
General Faculty Meetings	X			X			X			X		
Commodity Group Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Farm Bureau & Grange Activities	X	X	X	X	X	X	X	X	X	X	X	X
Valley States Conference				X					X			
Land-Grant Meeting											X	
Academy of Science					X							
Agricultural Conference Board		X					X					
Council-VPI School of Agriculture	X	X	X	X	X	X	X	X	X	X	X	X
Committee on Training Center for Extension Administrators				X		X			X			
Southern Directors' Conference					X				X			
Marketing Conference for Extension Directors					X							
In-service Training School		X										
Induction Training School							X					

EXHIBIT A

NEED FOR ADDITIONAL FUNDS FOR AGRICULTURAL EXTENSION WORK IN VIRGINIA

The budget submitted to the Congress includes an appropriation of $38,662,000 under Public Law 83, Smith-Lever Act as amended, for distribution to states in conducting Cooperative Extension Work in Agriculture and Home Economics. This represents an increase of $7,064,721 over the present appropriation for this purpose.

The increase in appropriation of federal funds will provide an additional $205,638 to the Virginia Agricultural Extension Service under the formula provided in the Smith-Lever Act as amended. The additional funds are needed to strengthen and expand educational work with farm families throughout the State. These additional funds are needed to help individual farm families meet the many problems of a modern and changing agriculture in Virginia. It is proposed to use such funds for the following purposes: (1) Approximately 80 percent of the funds will be used for strengthening agricultural Extension work in the counties with particular emphasis given to the employment of additional personnel to provide "on-the-farm" assistance to farm families; and (2) approximately 20 percent will be used at the State level to strengthen specialists assistance in farm and home management, marketing and consumer education.

The citizens of Virginia have recognized the value of and the need for Agricultural Extension Work as indicated by the fact that State and county funds have increased over $1,200,000 in the last 10 years. During the same period, Federal funds for agricultural Extension work in Virginia increased only $355,536. It is evident that the state and county governments have borne the major share of the increased cost of maintaining the Agricultural Extension Service during the past 10 years.

In order to meet some of the important needs of farm families, studies of individual farm situations are required. This involves intensive work with farm families in the whole area of farm management to make full use of all current research information and to determine the proper combination of enterprises that will result in the most efficient use of available resources including land, labor, capital and management.

Farmers of Virginia are now receiving around $200,000,000 annually in increased income over that of 20 years ago as a result of greater efficiency in the production of tobacco, corn, peanuts, milk and eggs. This increased income is based on higher production per unit and not on a higher price level. The findings of research put to use on farms have been responsible for the increased income.

The Agricultural Extension Service, with its personnel in each county, is the designated agency of the USDA and the Land-Grant College to take this research information to farm people and help them apply it. This research information is made available through the Extension Service to other state and Federal agencies.

Increased efficiency in the production and marketing of food and fiber as a result of agricultural research and education benefits both producers and consumers. It assures consumers of adequate supplies of farm products and farm people an improved level of living. Increased purchasing power of farm people also stimulates business activity.

The investment of additional Federal funds in Agricultural Extension Work will bring about an improved agricultural situation which will be an advantage to all segments of society.

RM

VIRGINIA
December 1, 1953

STRENGTHENING EXTENSION WORK IN VIRGINIA

General Situation

In recent years, the farm pattern in Virginia has undergone rather drastic changes. These changes are taking place not only in the production pattern, but also in the capital investment and in the amount of financing required for production.

The average capital investment in farm lands, equipment, buildings and capital production goods amounted to about $6,000 in 1940. The comparable capital investment in 1950 was approximately $13,000.

Farmers can go broke faster than ever before. The time required to get new research information put to use must be reduced through a much more intensive educational program.

During this period, there has been a steady growth in livestock and poultry throughout the State. Livestock, livestock products, poultry and poultry products now account for 54 per cent of the total Virginia farm income. This shift in the production pattern and capital investments required in agricultural production has created problems in farm financing.

There is a continuing decrease in the labor supply. To meet this labor shortage and improve efficiency are requiring larger and larger capital investments in labor-saving machinery and devices on the farm and in the home. This item alone presents a real problem.

The marketing of farm products has not kept pace with production so far as efficiency in output per man is concerned. Farmers have not given the attention needed to producing the kinds and quality of products which the consumer demands, nor have they given attention to the proper handling of their products at market time to preserve quality. There is much to be done with the producers, handlers, processors, wholesalers, and retailers in improving market efficiency to the end that waste is avoided and the farm products are presented to the consumer in attractive and good condition. There is a general lack of understanding among consumers of what is involved in the production of food and fiber and the necessary marketing operations through which such items must go to become available to the ultimate consumer. An intelligent understanding of these problems is essential if the consumer is to get most for his dollar and the farmer the greatest return for his production effort.

In 1940, approximately 40 per cent of the Virginia farms had electricity available. In 1950, 91 per cent of the farms had electricity available. At the same time, only 35 per cent had electric water pumps and 15 per cent electric hot water heaters.

RM

Young people are faced with a real problem of getting started in farming. The high capital investment required under present conditions, plus the high production cost, presents a real problem to young people wishing to engage in farming and to eventually become farm owners. These young people also face the problem of adjusting from the role of youth to that of mature and responsible citizens. It is estimated that there are 300,000 farm and rural youth in this age group, commonly referred to as young men and women.

In the younger group, that is, those of 4-H Club age, there are over 400,000 boys and girls in rural areas which should have the opportunity to participate in 4-H Club activities. Approximately, 60,000 of this group are now being reached through 4-H Club activities.

There are 150,000 farms in Virginia. When you add to this 230,000 non-farm rural families, there is a total of 380,000 families which could benefit from expanded Extension activities in the area of family living. It is estimated that 50 per cent of the farm women and 81 per cent of the rural non-farm women are not now effectively reached due to limited personnel. The number of requests for assistance in the area of family life is indeed broad involving house planning, home furnishings, including labor-saving equipment, managing the family income for greatest returns in family and community life, foods and nutrition, health, consumer purchasing, to mention only a few of the areas for which there is great need and real demand.

It is essential that farm people appreciate and understand public policies and programs and the effect which such policies and programs have upon agriculture and society as a whole. Unless farm people have a basic understanding of what is involved in public affairs, they cannot intelligently voice opinions and give the guidance essential to the formulation of policies and programs. Work in this area with farm people has hardly been touched.

Needs

To meet the problems indicated by the situation requires an expanded and more intensive educational effort. In most of the areas, the eventual answer to the problem is to place the farmer and the farm family in position to make those decisions which will most nearly assure maximum returns for the labor and capital involved and an appropriate standard of living and community life for the family.

To make progress in this direction requires that present Extension activities be continued and expanded. However, emphasis in many areas must be intensified and the approach directed more specifically to the problem.

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Approaches and Methods

In the present situation, farmers must be in position to make those decisions which will place a sound financial base under the farm operations. More attention must be given to on-the-site analysis and advice on the farm unit as a whole. Therefore, farmers must be given assistance in determining what enterprises and what combination of enterprises are best suited to the individual farm and are most likely to give satisfactory returns for the capital and labor invested. Help must be given in determining what types of machinery and equipment are most nearly suited to meet the needs and how much the farm can afford to invest in such items.

To really be effective, more emphasis must be given on a farm-unit basis than has been possible in recent years.

Work with farm groups and lending agencies to develop those types of financing which will meet the farm needs, resulting from the shifting pattern of farming, is fruitful and should be intensified. This effort must be directed toward helping determine the type of credit and terms of credit which will allow the farmer to do long-range planning and have the opportunity to place his operation on a sound financial basis. This will require work with the lending agencies serving farm people and the farm people themselves.

To improve the marketing of farm products is going to require intensive work with all parties, including the producer on through to the ultimate consumer. Farmers must be brought in contact more directly with consumer preferences and consumer demands if they are to recognize the necessity for quality production of the right kinds of products. The producer must give increasing attention to the preparation of products for market to insure quality and the elimination of waste in the marketing process. This can be accomplished only by more intensive educational activity and demonstrations with commodity groups and farmers generally. Research must be continued and intensified to help find more efficient methods of handling and processing farm products within the trade channels. Extension must work more directly with the handlers and processors of farm products to help them analyze their individual situations and determine what efficiencies and improvements can be made. Likewise, at the retail level, intensive educational activity is required to assist the retailer in displaying, packaging and preserving produce so that it meets consumer demand, thus increasing the potential market for the farmer's product. Work which has been done indicates that this field of activity offers real possibility, but it cannot be touched in any satisfactory manner with present limited personnel. It will also require personnel trained in marketing methods and procedures who can intelligently work with the various marketing groups.

Work must be done with consumers to give them a proper understanding of what is involved in getting daily bread and raiment to their tables and in their households. Effort must be made to acquaint consumers with the problems of the farm in the production of food and fiber and of the processes through which such items must pass before reaching them. Both consumer and farmer must be shown that demands for additional marketing

services increase the cost to the consumer and lower the share of the consumer dollar going to the farmer. They should also be trained on how to determine quality and what constitutes good buys, if the best interest of the farmer and the consumer is to be served. This problem must be approached through mass media, demonstrations and consumer schools. To be effective, it must be carried forward in both rural and urban areas. Trained personnel is the limiting factor in the consumer-education field.

Young people, particularly those desiring to get started in farming, have many problems with which Extension can help. They need advice and assistance on capital requirements for different types of farming, what constitutes an efficient unit, financing capital investment and production, the application of technology to various farm and home enterprises, and related questions. These young people need and are seeking information on partnership arrangements, rental arrangements, and in determining whether to start farming as a tenant or renter or attempt to buy. Likewise, these young folks are requesting and need help in the many problems of homemaking, especially on how to make the dollars available for the family living accomplish the maximum. In this younger group, we often find that they do not feel a part of the community. Their needs and desires are different from those of the older people of the community. Often, community activities are geared to the older group and have little or no appeal to these young people. Educational activities beamed directly at the needs of this group, which afford maximum participation of both young men and women, should be carried on. Such programs must cover not only the technological and business phases of farming and homemaking but must afford opportunity for recreation and social development of the group. They must also find ways and means of helping these young people become affiliated with and to participate in the adult organizations and activities of the community. The great need in this field from the Extension standpoint is personnel properly trained so that opportunities which exist with presently-organized groups can be effectively used and methods developed for reaching and effectively serving others.

With the younger group, the group of 4-H Club age, it would appear that the present pattern of 4-H Club activities serves well. The great need here is to give more youth an opportunity to participate in 4-H Club activities. This will require additional Extension personnel and a greatly expanded corps of volunteer leaders.

The farm home and family are inseparable from the farm. Just as more careful planning and selection of enterprises are essential on the farm so is the planning of those items affecting the farm home and family living. The two are so inseparable that adjustments must take into consideration both the home and the farm. While we are reaching rather large numbers of farm women through HDA clubs, direct and indirect contacts, limited personnel prevents much of the on-the-spot advising with families on over-all home and family plans. In addition to the work now being accomplished, educational work in proper nutrition, health, purchasing for the family needs, management of time, et cetera, must be carried on to reach greater numbers of our rural people. Communities are constantly calling on Extension for

assistance in developing needed community services, community recreation, and other aspects of community life. While the work in these fields must go forward, emphasis must be placed on work with the individual home and work with small groups to help them determine what can be done within the means available to improve the home, health and general welfare of the family; thus, a more direct application to many of the problems than Extension has been able to undertake due to limited personnel.

The work which has been done in the area of public policy is negligible compared to the need. Farm people generally have little concept as to the vital considerations which must go into policy decisions and the effect these decisions have on domestic and foreign trade. They have little conception of the effect on agricultural exports of tariffs which prohibit imports from other countries. Farm people need to know about the marketing processes, including the function of prices, the fundamentals involved in these processes, and how they affect farm prices. There must be an understanding of these fundamentals if farm people are to properly appraise different public policies and programs and determine both their short-time and long-time implications for agriculture. The Extension Service must give greatly increased attention to this field, presenting fundamental information and proposed policies and programs in a factual way, if farm people are to intelligently express themselves and be effective citizens. Presentation of this type of information can be carried on in many ways. To be most effective, the presentation of public policy must reach the farm people directly so that they have an opportunity to discuss and exchange ideas and thoughts with their neighbors. This suggests that the small informal discussion group with leading farmers is the focal point around which educational activities in public policy questions should be carried on. Once a real interest is stimulated, radio, television, news articles, et cetera, will become more meaningful and thought-provoking.

In summary, it can be said that the agricultural situation is such that Extension must re-orient its program to focus more directly on the problems confronting agriculture. Particularly is this true in the fields of management, adjustment and marketing. All of this indicates that Extension must take a more direct approach to help the individual farm family make those decisions which seem to offer greatest possibility for successful operation of the farm and improving the family living.

If this approach is to be undertaken and significant headway made in meeting the problem, the county Extension staff must be doubled and the specialist staff increased some 50 per cent. The present staff now has more demands upon it than can be met even using the most extensive methods. To do a more intensive job and assist individual families with the many problems will require a greatly expanded staff. Extension has often been criticized for undertaking too much and, therefore, not being able to do as thorough and as complete a job as needed. This is a just criticism. It would be folly to think that Extension could do a much more intensive job, even though this is the answer to many of the problems, unless additional personnel and resources can be provided.

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