

VIRGINIA AGRICULTURAL EXTENSION SERVICE

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

for

Calendar Year 1959

<u>Major Phases of Project or Subdivisions of Project Covered</u>	<u>Name of Worker*</u>	<u>Percentage of Time Devoted to Entire Project by Each Worker</u>
Administration	L. B. Dietrick	33 1/3
	W. H. Daughtrey	100
	F. H. DeHart	100
	G. C. Herring	100
	Lucy P. Blake	100
	G. W. Slusser	100
	<i>M.C. Harkel</i>	
Date Submitted <u>April 15</u> , 1959	Signed: <u>W. H. Daughtrey</u> Project Leader	
Date Approved <u>April 15</u> , 1959	Signed: <u>L. B. Dietrick</u> State Director of Extension	
Date Approved <u>MAY 13 1959</u> , 1959	Signed: <u>G. W. Slusser</u> Director of Extension Work U. S. Department of Agriculture	

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

1939 ADMINISTRATIVE PLAN OF WORK
VIRGINIA AGRICULTURAL EXTENSION SERVICE

I. SITUATION AND PROBLEM STATEMENT

A comprehensive statement of the situation and problems affecting Virginia agricultural and rural life has not been prepared by the administration. However, the machinery has been established and is now in operation to make a thorough analysis of the trends, situation, and the future potentials by departments and subject-matter areas. The Extension specialists are using this information in the development of their respective plans of work. In most instances, a planned program by one department involves specialists from two or more other departments. In addition to the Extension specialists, the members of the research and resident-teaching staff participate in the development of the Extension plan of work.

This planning on the State level is coordinated with the planning by county commodity and special interest committees through the district agents and specialists. The specialists meet with the agents and discuss with them the State and national trends and future potentials for the State. Assistance is also given the agents in the analysis of the county situation and potentials. In most instances, the agents present the information to their respective committees. If the specialists attend the meetings, they act in an advisory capacity. The major features of the Extension program will be developed around the intensification of farm and home management. In some areas of the State, livestock production is

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becoming more specialized and will require more individual assistance. Special training meetings of agents will be held to help them meet this situation. If funds will permit, specialists will be employed to work in designated areas of the State to help meet the specific needs of the farmers, livestock buyers, and meat packers.

II. ANALYSIS OF ADMINISTRATION SITUATION

A. Financing Extension Work

The total Extension budget for the 1958-59 fiscal year is \$4,111,373. This represents an increase of \$277,669 over 1957-58 in funds available. The 1957-58 fiscal year included a carry-over of \$99,943 from the 1956-57 fiscal year.

The table on Page 2-A shows the relationship of Federal, State and county funds for 1957-58, 1958-59 and an estimate for 1959-60.

The formula for requesting county funds based upon taxable wealth as a guide and the standard budget form for use in requesting appropriations appears at this time to be satisfactory and will be continued.

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

There were no major changes in the basic Extension organization during the current year and no changes are contemplated for 1959. The detailed organizational statement in the 1956 Plan and in the

	<u>1957-58</u>	<u>1958-59</u>	<u>1959-60</u>
STATE FUNDS:			
State Appropriation	1,693,705	1,928,350	
Dairy and Pasture	13,500	15,000	
Tobacco Disease	11,450	12,200	
Certified Seed	31,445	33,744	
Disease Control of Landscape Plantings		13,500	
TOTAL	1,750,100	2,002,794	2,064,254
FEDERAL FUNDS:			
Federal Smith Lever	1,443,362	1,532,393	
A. N. A.	30,720	30,720	
TOTAL	1,474,082	1,563,113	1,563,113
COUNTY FUNDS:			
County Appropriations	446,131	480,686	500,000
ADDITIONAL REVENUE:			
Carry-over of State Fund	99,942		
Adjusting base rates of pay (clerical)	31,025		
Adjusting base rates of pay (agents)		31,000	76,000
State Department of Agriculture (Morris)	2,000	2,000	2,000
U. S. Pest Control (Morris)	4,000	4,000	4,000
Industrial Grant (Southampton)	5,328	5,520	5,520
T. W. A.	15,936	17,100	17,100
Tobacco (Aromatic)	5,160	5,160	5,160
TOTAL	163,391	64,780	109,780
GRAND TOTAL	3,833,704	4,111,373	4,237,147

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Administrative Handbook is still in effect.

C. Personnel - Numbers, Selection, Training,
Supervision, Retirement, and
Salary Scales

On the State level, the Extension organization consists of a director, associate director, three assistant directors and one accountant. On the district level, there are six white women district agents, one woman district agent-at-large and six white men district agents. Negro Extension personnel on the State and district level consists of one State agent, one negro man district agent and two negro women district agents.

The specialist staff was increased by three positions during the year. A record of performance specialist in the Animal Husbandry Department, one position in the field of public policy, and one additional position in the Editorial Department were established, making a total specialist staff of 97.

As of February 1, there were four full-time and one half-time positions vacant on the specialist staff. They were poultry marketing, public policy, consumer education, editorial and extension studies.

On the county level, there are 98 county agent and 88 assistant agent positions serving 97 counties and two cities. There are 96 home demonstration agent and 33 assistant home demonstration agent positions serving 95 counties and two cities. There are three

counties without appropriations for home demonstration work. They are Crags, Lee and Gloucester.

There are 32 negro farm agent positions and 35 negro home agent positions serving 46 counties and two cities.

There are 179 secretarial positions serving the State and county Extension workers. Five additional one-half time secretarial positions were added during the past year for negro agents. At present, all counties having both a negro farm and negro home agent have either a full-time or half-time secretary. In counties without regular secretarial assistance, an allotment of funds for employment of help on an hourly basis is provided.

The Selection of Personnel

The selection of personnel for the specialist staff is made from the county staff when it is possible to do so. It has been our experience that specialists who have had specialized training in a particular field and, in addition, have had county experience render a greater and usually a more satisfactory service than those who have not had county experience. This selection is made in cooperation with the heads of the departments and the project leaders.

The county agent and home demonstration agent positions are filled from our most promising assistant agents. The assistant agents are selected largely from graduates of VPI. The department heads advise us of the names of their most promising students. They are

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interviewed by the assistant director who takes considerable time in explaining Extension work to all who are interviewed. Those that indicate an interest in the work are later interviewed by the district agents. The assistant home demonstration agents are employed from VPI graduates, other institutions within the State and from other states.

Extension Training

General Situation - Progress is being made toward the development of a long-time Extension Training Program. This program will coordinate all four levels of training. These levels include pre-service, new workers, in-service, and graduate study. This coordinated approach will provide continuity to all training efforts.

Many factors point toward a continued need for highly trained personnel. Some of these are:

1. The ever increasing educational level of Extension's "Audience".
2. Competition for people's time.
3. Highly trained professional workers in related fields.
4. The broadening scope of Extension's responsibilities.
5. The increased desire on the part of Extension's "Audience" for current, up-to-date information that is easily understood.

The Extension training specialist is working closely with the overall Extension training program committee, its sub-committees and the administrative and supervisory staff. Training programs and activities developed by the various committees and approved by the administrative

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staff have been carried out.

Currently the Extension staff totals 651. Of this group there are 93 State Extension specialists and 494 county Extension workers. It is necessary to employ more than 30 new staff members annually.

Supervision

The nature of the job and responsibilities of the district agents has changed to such an extent during the past 10 years that our present staff cannot render the service and supervision required under the modern Extension program.

Retirement

Virginia has a compulsory retirement system which supplements the social security benefits. Employees holding Federal appointment are not eligible for social security but they are required to participate in the supplementary phase of the retirement system. A deduction of 4% is made from the salaries after deducting \$1200. The deduction of 4% from the salaries of county personnel is made after deducting \$1200 and the amount of the county appropriation. All full-time State and county secretaries and clerks are in the State Retirement System.

Federal Retirement

All Extension workers holding Federal appointment are participating in Civil Service Retirement and salary deductions are being made to cover the employee's contribution.

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Insurance

The Federal Group Life Insurance Program, which became effective January 1, 1956, was favorably accepted by most Extension workers holding Federal appointment. There are 17 women and 2 men who elected not to participate.

Salary Scales

The salary scale for Extension specialists and members of the resident teaching and research staff are the same. The present salary scale is as follows:

	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>
Professor	7800	8160	8520	8880	9240	9600
Assoc. Professor	6600	6900	7200	7500	7800	
Asst. Professor	6000	6240	6480	6720		
Instructor	5280	5520	5760	6000		

The salary scale for county personnel was increased by about 10% as of October 1, 1958. The present salary scale is as follows:

	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>
Trainee	4320	4512	4704			
Assoc. Agent	4512	4704	4920	5160	5400	5640
Extension Agent	5640	5880	6144	6432	6720	7032
District Agent	6720	7032	7344	7680	8040	8400

The men and women Extension agents have the same salary scale. The negro agents are considered as assistant agents and are in the associate agent pay scale. The trainee grade is for the employment of college graduates without experience. After one year of satisfactory experience, they are promoted to the associate grade.

County Extension personnel are under the State Personnel System which

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provides for merit increases for satisfactory service. The merit intervals are 12 months for salaries below \$5,000, 18 months for salaries from \$5,001 to \$7,500 and two years for salaries over \$7,500.

D. Policies and Procedures for Strengthening Extension Work and Its Public Relations

The Farm and Home Development phase of the Extension program and the procedure which was developed and put into action for increased emphasis on program development and projection has had and will continue to have considerable influence on the type of Extension program in Virginia. These two phases of the Extension program have enabled all personnel, both county and State, to get a clearer and broader picture of the major State and county problems as well as individual farm problems. The fact that work on Farm and Home Development and Program Projection requires an across-the-board approach along with a specialized approach will do much to bring about a better coordination of Extension activities.

There are programs such as animal diseases, safety, health, water systems, 4-H club projects, feeder calf sales and others that will involve the teamwork of specialists from several departments of the college as well as representatives of other agencies, industries, and organizations.

III. MAJOR ADMINISTRATIVE PROBLEMS

- A. The need for a unified State Extension program based upon the problems in the various phases of agriculture and homemaking as determined by representative farm and home leaders.

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- B. The need for an Extension program in each county directed toward the solving of local problems as determined by the people after a thorough study and understanding of the trends, present situation, and potentials.
 - C. The need for a more coordinated or unified approach to State and Local problems by our entire staff. The specialized subject-matter approach is still too prevalent in the thinking of our staff.
 - D. The need for a salary scale for all personnel including the secretarial staff that will make it possible to employ and retain the type of personnel required to develop, carry out, and service an adequate Extension program.
 - E. Lack of adequate office space and equipment for county Extension personnel. We also need to develop a better appreciation of the value of a well-equipped and efficiently organized Extension office.
 - F. The need for a continuation of our efforts to increase county appropriations for present employees as well as new employees assigned to the county.
 - G. The need for further and more intensified training of State and county personnel with special emphasis in the fields of basic farm and home management and communications.
 - H. The need for a better procedure for evaluating and

following up on Program Development and Farm and Home Development phases of the Extension program. Too much time is lost between the training on these programs and the time when work actually starts in the county.

IV. ADMINISTRATIVE PROCEDURES AND POLICIES

A. Unified State Extension Program

A great deal of time has been devoted to a study of the trends in agriculture during the past year. The entire School of Agriculture participated in this study. At present the staff is in the process of analyzing the trends, identifying problems, and determining practical potentials in the various fields of agriculture and home economics. This study will be continued with the final development of the needs of the School of Agriculture to meet the present and future situations.

B. Strengthening County Extension Programs

At present, the counties are in all stages in the development of a unified county Extension program based upon an analysis and understanding of the situation by the Extension agents and local leadership.

It is our plan to continue to give increased emphasis to program development during the coming year. This will be done by (1) conferences with agents in counties to stimulate interest in program development, (2) providing assistance to the agents in pre-planning phases, which includes assemblage and analyzing

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information that will help in arriving at sound objectives, and
(3) assisting agents with planning and where necessary with the
holding of leadership and special interest committee meetings.

C. Coordination of the Activities of the State Staff

It is believed the activities in Item A will help to bring
about a coordinated approach to the various problems in the
agricultural industry. The analysis of the situation, problems
and the determination of objectives in the development of a
program for the School of Agriculture will be made on a commodity
or problem area basis. In addition, we will continue to have
joint conferences, regular meetings of project leaders and use
other methods that will assist in bringing about a broader
approach to the problems of agricultural and rural life.

D. Salary Scale

Considerable progress has been made toward the easing of this
problem. However, present salary scales for county Extension
workers are from \$500 to \$1,000 a year below what they should
be in order to employ and retain the staff needed to do the job.
A similar adjustment for specialists, district agents, and
the administrative staff would bring their salaries more
nearly in line with competitive salaries at other institutions.
A \$500 to \$600 adjustment is needed in the salaries of the
secretarial staff.

We will continue our efforts to get these adjustments. However,

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on the basis of the present outlook, we are not likely to be successful without substantial increases in Federal funds that could be used for this purpose.

E. Equipment and Office Space

Much progress has been made in the type of office space and equipment. Our efforts to improve this situation during the coming year will be: (1) Meetings of secretaries to train them in the proper use of present equipment. (2) Through individual conferences and demonstrations, create a desire on the part of the Extension unit to improve office efficiency through better organization and use of modern office equipment. (3) Continue our efforts to get county governing boards to provide more adequate office space. (4) Purchase equipment to the extent of funds available.

F. County Finances

This problem has been recognized and the following steps will be taken to increase funds from this source: (1) Prepare a listing of counties by districts showing the county financial status as it relates to the total cost of the Extension unit and the minimum appropriation for each worker. (2) Devote one or more monthly administrative conferences to a discussion of the problem and means of solving it. (3) Revise the minimum appropriation to be requested on the basis of ability of the county to appropriate funds for this purpose. (4) Mail a letter to all county officials next November or early December

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requesting additional funds for the fiscal year beginning July 1, 1960. (6) Follow up this letter with a personal contact by the district agent. (7) It is planned to make our request for additional funds an annual request until the county meets its share of the total cost of the Extension unit in the county.

G. Extension Training - General Objectives

1. To encourage the institution to provide undergraduate students with pre-service training.
2. To provide opportunity for new Extension workers to receive well-organized training that will result in proper orientation.
3. To continue to provide professional improvement opportunities for all Extension staff members and encourage their participation.
4. To encourage Extension staff members to take advantage of graduate study.

Pre-Service Training

Situation

The Virginia Extension Service needs trained personnel to assume many staff positions annually. Pre-service training helps prepare young men and women for these staff positions. Pre-service training may also help to interest qualified young people in Extension work as a profession.

Major Problems

To have a group of qualified young men and women available for

positions with the Extension Service.

Method of Approach

1. Develop a promotional pamphlet to stimulate interest in Extension work as a career.
2. Offer undergraduate field training to all home economics Extension majors between their junior and senior year. The training to be for eight weeks in selected counties. Men students interested in Extension work should be encouraged to participate in this program.

New Workers' Training

Situation

More than 50 new staff members are employed annually. A large majority of these new staff members join the Extension Service without previous experience.

Major Problem

Orientalating and holding new Extension staff members.

Method of Approach

1. Two new Extension Workers' Training Conferences to be held in 1959. These conferences to be planned for workers with three to six months service. A conference to be held March 23-27 for those hired between July 1 and December 31, 1958, and a conference September 14-18 for workers hired between January 1 and June 30, 1959.
2. Give added emphasis to special orientation for Extension

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workers when they are first hired.

3. Develop study plan to be followed by new workers during first three months of service.
4. Explore possibility of setting up trainer counties for new assistant agricultural agents.
5. Continue system of trainer counties used for home demonstration trainees.
6. Consider holding special training meetings for agents who will be getting new workers in their respective counties.
7. In all cases, the Extension Training Specialist will work closely with the district agents.

In-Service Training

Situation

All Extension workers have a full schedule thus planning use of time is of utmost importance. Training is essential and must be fit into a full schedule. This means that training activities must be well-planned and effective.

Most Extension workers possess a favorable attitude toward professional improvement. There is, however, a variation in the degree of interest.

Professional improvement includes a wide variety of training activities and experiences.

Some Extension workers take advantage of many opportunities

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while others need encouragement.

Major Problem

Limited time, varied interests, and choice of activities result in need for selection, planning and conducting training activities that will be helpful to the majority of the staff members.

Method of Approach

1. Continue emphasis on training in communications. Training in "Person to Person" communications to follow training in Basic Communication given in 1958. Major emphasis to be given Public Speaking at series of 12 sub-district meetings, starting in January, 1959. These meetings to be followed by "Train the Trainer" sessions at VPI in November and December, 1959, in the area of written communications.
2. Twenty-five Extension agents from the six Extension districts will be encouraged to attend regional Extension Summer School.
3. Special training in Farm and Home Development to be conducted in April or May, 1959. This training to be given to those Extension workers responsible for this phase of the Extension program.
4. Annual Extension Conference to be held August 17-21, 1959, will follow the pattern established in 1958 which provided for workshops in subject-matter areas of general interest.

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Graduate Study

Situation

Advanced training on the graduate level is being given increased emphasis at institutions throughout the country.

The complexity of the Extension workers' responsibility presents a need for graduate work. Graduate study does something for an individual that cannot be provided in regular in-service training activities. An effective graduate study program can help an individual assume his or her professional responsibilities more adequately if this program is well-planned and meets the desires of the individual.

Currently a small percentage of the county Extension agents in Virginia hold a Masters Degree while 70% of the State Extension workers hold either a Masters or Doctors Degree.

Methods of Approach

1. In order to make it possible for more staff members to obtain graduate degrees, a graduate program at VPI designed primarily for Extension workers will be encouraged.
2. Continue work with staff members interested in pursuing graduate study in other institutions. This will be done by consulting with staff members in regard to programs of study and by bringing to the attention of staff members scholarship and fellowship aid.
3. Encourage district agents to bring to the attention of

young county Extension workers the possibilities of graduate study.

V. COOPERATION AND COORDINATION

The procedure now in effect for specialist assistance with the special programs will be continued. The major effort this year to bring about more cooperation and coordination between the various departments will be through the development of a projected program for the School of Agriculture.

ASC Committee

The associate director serves as a member of the ASC Committee. Members of the Extension staff participate in the development of the State program and assist with educational meetings. County agents take an active part in the development of county handbooks and in the over-all educational program to acquaint farmers with the assistance offered in it's various phases of soil and water conservation.

Virginia Association of Soil Conservation Districts

The associate director serves on the executive committee and assists with the planning of State-wide programs. The county agents are members of the district board of supervisors and actively participate in the development of district programs and plans of work. The relationship of the State and county level between Extension Service and Soil Conservation Districts has been good.

Extension TVA Program

The unit farm cost demonstration program has been in operation since

1935. The Extension Service has three full-time employees who supervise and assist with this program. The county agent in each county where the program is in operation is responsible for its operation. The Extension Service is reimbursed for the cost of maintaining the three employees.

Farmer's Home Administration

The associate director serves as a member of the State Committee. In counties, the FHA clients receive assistance from county Extension agents on the same basis as other farmers and, in many instances, receive much more direct on-the-farm and in-the-home assistance than many other farmers in the county. There are no FHA home supervisors in the State and for that reason, home demonstration agents provide technical advice and help where needed.

Soil Conservation Service

The associate director serves as a member of the State Soil Conservation Committee. Representatives of the SCS and Extension Service have frequent conferences on various subject-matter topics. These conferences have provided a method of getting together on recommendations before differences develop in the field.

Vocational Agriculture

Agricultural and home economics teachers receive assistance in subject-matter and specialists help with meetings. Many cooperative county-wide programs are developed and carried out by the county agents and vocational agriculture teachers.

Virginia Bankers' Association

The Federal Reserve Bank of Richmond, The Virginia Bankers' Association, and the VPI Extension Service cooperate in an annual meeting where various timely topics are discussed. The key banker in the county usually invites the county agent to attend this meeting as a guest of the bank.

Commodity and Special Interest Organizations

Specialists and agents work closely with a number of commodity organizations. The assistance is mutual because the objectives of the organizations and the Extension Service are usually very similar.

A few of these organizations are:

- Dairymen's Association
- Dairy Breed Associations
- Beef Cattlemen's Association
- Beef Breed Associations
- Sheep Producers' Associations
- Beeksepers' Association
- Rabbit Breeders' Association
- Peanut and Hog Growers' Association
- Horticulture Society
- Potato and Vegetable Growers' Association
- Virginia Poultry Federation
- Virginia Seedman's Association
- Virginia-North Carolina Plant Food Council
- Virginia Fertilizer Association
- Various Tobacco Growers' Organizations
- Southeast Virginia Soil Conservation Association

In addition to the above organizations, the Extension Service maintains close working relationships with the State Department of Agriculture, HEA, FCA, and State Department of Education.

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

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Agricultural College Council
Virginia State ASC Committee
Virginia State FNA Committee
Valley States Conference, TVA
State Soil Conservation Committee
Tree Farm Committee
The Virginia Council of Health and Medical Care
The Virginia Adult Educational Association
The Farm Safety Committee
The Technical Committee on Soil Conservation
A Joint Extension and Practicing Veterinarians'
Committee
Virginia Resource-Use Educational Council
Executive Committee of Virginia Rural Safety
Council
Virginia Farm Labor Committee
Potomac River Basin Commission
Virginia Parent-Teachers' Association
Advisory Committee on National 4-H Club
Foundation

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		
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	
Home Demonstration Week					X							
District H. D. Meetings				X	X							
Institute of Rural Affairs							X					
Extension Staff Conferences	X		X		X		X		X		X	
Agr'l Faculty Meetings	X		X		X		X		X		X	
General Faculty Meetings									X			
Commodity Group Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Farm Organization Activities	X	X	X	X	X	X	X	X	X	X	X	X
Valley States Conference						X						
Land-Grant Meeting											X	
Academy of Science					X							
Agricultural Conference Board		X					X					