VIRGINIA AGRICULTURAL EXTENSION SERVICE

PLAN OF WORK

PROJECT I

EXTENSION ADMINISTRATION

JULY 1, 1962 - JUNE 30, 1963

NAME	TITLE	PERCENTAGE OF TIME DEVOTED TO EXTENSION
Blake, Lucy	Assistant Director	100
Daughtrey, W. H.	Associate Director	100
DeHart, P. H.	Assistant Director	100
Dietrick, L. B.	Director and Dean of Agriculture	33
Heckel, M. G.	Training Leader	75
Lacy, M. P.	Program Development Leader	100
Skelton, W. E.	Assistant Director	100
Slusser, G. W.	Accountant	100

DATE APPROVED: April 21 1962 SIGNED: W. A. Dougherty
Acting State Director of Extension

DATE APPROVED: NOV - 7 1962 1962 SIGNED: E. J. York Jr.
Administrator, Federal Extension Service, U. S. Department of Agriculture

1962-63
PLAN OF WORK

PROJECT I

EXTENSION ADMINISTRATION

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EXTENSION ADMINISTRATION

II. Administration and Management

A. Central Administrative Direction

Situation --

The problems being encountered in central administration are few and minor so far as staff support or policy is concerned. The principal problems are in coordination of staff effort and getting a hundred percent orientation to the problem approach of planning and conducting Extension activities. While real progress has been made in this direction, we still have quite a distance to go to get full realization of what is meant by the problem approach and to develop procedures which will involve fully all staff members in this approach. The development of the eight project agreements and the proposed development of plans of work under the eight project areas have done and will do much to help get a clearer understanding of the problem approach. There is no evidence of "bucking" on the part of the staff, but there is evidence of confusion as to just what is contemplated and how it all fits together.

During the year 1961, we were able to put on a program leader which, it is believed, will do much to strengthen program development and execution in all aspects and to achieve greater coordination among staff

members. This position is attached to the administration and this should add strength to the coordinating efforts.

Relationships within Extension are good. If a few personality conflicts could be resolved, there would be the best internal relationship which has existed for a long time. Relationships between Extension and the rest of the college need to be strengthened. There is still some lack of understanding of Extension's function within the college and a lack of appreciation of the liaison which exists between the total institution and the general public as a result of Extension efforts and activities. At times, it appears that there is certain resentment toward Extension because of the ties it has with the general public rather than a seizing of the opportunities to establish a better image of the total institution through this medium.

Coordination of effort and relationships with other Federal and State agencies is good in spite of the handicap of distance. With Extension headquarters two hundred miles from the headquarters of any other State or Federal agency, it is not as easy to check signals and coordinate activities as might otherwise be. However, the working relationships and basic understandings are well established and there is no hesitancy on the part of anyone to contact the Extension Service on problems, coordination of effort, cooperative endeavor, etc. Likewise, there is no hesitation on the part of Extension to contact the other agencies for similar purposes.

During 1961, a lot of attention was devoted to coordinating efforts of the State agencies involved in the ARA and RAD development. This effort resulted in avoiding some real misunderstandings and in clearing up minor misunderstandings before any serious breach developed. ARA has presented some problems in that too many people are involved in the educational and guidance activities and stories get crossed. However, where this has happened, the parties concerned have gotten together and straightened out any misunderstandings with necessary corrections being made back at the local level.

We still struggle with the problem of the general public's understanding fully Extension's objectives and functions. This situation is improving due to a concerted effort in the development of the State-wide Advisory Committee to the School of Agriculture.

Objectives and Procedures Directed to Solution of Problem --

In over-all administration, it is the purpose and objective of the director to operate in a policy framework which gives guidance to the staff and yet leaves the maximum flexibility to encourage individual initiative and development. It is his objective to have the staff recognize that we operate in a broad policy framework which gives it and the individual the maximum of freedom in developing his talents and abilities and in teaching within his assigned area. It is also the objective to have the staff understand that operating in this framework places greater responsibility and initiative upon the individual and the coordinated staff effort.

The following procedures will be used in accomplishing objectives in this broad over-all area: Leadership responsibility for given areas of administrative policy will be assigned to immediate staff and supervisors. Communications will be used to call attention to any policy which seems to be misunderstood or which is being incorrectly interpreted. Conferences on policy questions will be had whenever the director or his immediate staff determines that such is needed or there is any request from staff members to clarify policy questions. Procedures within policy and to accomplish policy will be the responsibility of the administrative staff member to whom responsibility for certain activities is assigned, working with the appropriate supervisors and project leaders.

Program Leadership --

The basic objective in program leadership will be to get all staff members to dig for the basic problems in the agricultural industry of the State, in family living, and in youth development and to develop and execute an Extension program which will help solve these basic problems. Emphasis will be given to the educational role of Extension in helping people to organize and study their situations so as to determine problems and opportunities. Program leadership will be directed toward helping the lay leadership determine how it might approach solutions to its problems and take advantage of its opportunities. This will involve assisting with leadership development within the

community as well as pointing out where assistance and help might be found for attacking specific problems; thus, involving USDA agencies, other Federal agencies, state agencies, private organizations, etc., which are in position to be of help.

Emphasis will be given in this leadership role toward developing resources available to the community rather than waiting for someone else to solve the problems.

Within Extension, the program leader will work closely with district supervisors, the specialist project leaders and the administrative staff in giving guidance to effective program development and execution. Program leadership involves a lot of people. The supervisor or district agent plays a key role at the district, county and state level. The county staff plays a key role at the county and community level. Subject-matter specialists, especially the project leader, play a key role at the state and county level. Thus, the objective of strengthening program leadership must be directed to all staff levels. Therefore, the program leader, working in close cooperation with the administrative staff, will be the key person in strengthening programs and giving leadership to program organization.

Organization and Coordination of Staff --

At present, the administrative staff is organized with the director and associate director being responsible for over-all Extension activities, an

assistant director responsible for coordination of agricultural programs, an assistant director responsible for coordination of home economics activities, a program leader responsible for general program development and direction, a training leader responsible for training activities, an accountant responsible for detailed financial records and personnel records, and a 4-H leader responsible for youth and 4-H activities.

The State is divided into six supervisory districts with a man and a woman supervisory team assigned to each district. At the county level, it is the objective to have the county staff work as a team.

The specialist staff is organized by subject-matter areas with a project leader in each of the major subject-matter areas. The project leader is responsible to the director or his designated representative for field activities and program activities. He is responsible to the department head for coordination of subject matter with resident teaching and research.

The principal effort during the coming year will be to develop more completely the problem approach to Extension programming and execution and the coordination of effort and disciplines to the solution of problems.

All personnel will be assigned to one of the eight major project areas. A chairman will be named for each major project area and will have the responsibility of involving all personnel assigned to that project area in seminars and discussions for the purpose of appraising the situation within

the project area, determining major problems to be worked on during the year, and developing the plan of work. These groups will also hold seminars throughout the year to appraise progress and accomplish any needed refinements in joint effort and coordination of staff effort. Both the major project area chairmen and the project leaders will work with the designated administrative representative for guidance and general direction of major program activities.

It is proposed that the director will meet with the chairmen and project leaders periodically to review program status and determine adjustments which can be made to achieve greater emphasis on the basic problems defined for Extension educational activities. Regular staff meetings of the headquarters staff and supervisors will be held throughout the year to achieve coordinated effort. In addition, regular staff meetings with the district supervisors will be held to handle any organizational problems, clarify supervisory objectives, and coordinate activities with the hope of bringing the greatest impact to problem solutions.

The director will maintain in so far as possible an open-door policy so that any staff member with questions or problems can discuss them with him; thus eliminating, it is hoped, any irritants standing in the way of staff cooperation and coordination.

Regular meetings of county staff will be held by districts for the purpose of helping them coordinate efforts, obtain needed information to do a more

effective job in their assigned capacity, and develop more completely the problem-approach philosophy to effective Extension work.

Relationships, etc. --

As indicated previously, relationships within Extension are good and it is not contemplated that any actions will need to be taken from a relationships standpoint other than those indicated above in the organization and coordination effort. Emphasis, of course, will be given continuously to esprit de corps and to the team approach for maximum accomplishment.

The Extension administration will through reports, conferences, and communications try to keep the over-all administration of the institution fully informed of the objectives of Extension, work under way, and why the particular work is being undertaken or should be undertaken, financial needs, personnel needs, etc. Extension will participate fully in activities of the faculty of the Schools of Agriculture and Home Economics, thus strengthening its position as a division of the School of Agriculture by both lending support to the other divisions and developing support for the Extension from the other divisions. Relationships within the School of Agriculture are excellent but we can never let down on our efforts to keep them that way. Extension administration will also participate in conferences with the deans and directors of other schools of the institution with the hope of creating better understanding of Extension's objectives and activities and developing ways and means of

mutual support and helpfulness. Many times, we have to go to schools outside of agriculture for certain technical help and assistance. There are also many occasions on which Extension can assist other schools of the institution with programs and contacts. Thus, it will be the policy and the procedure of Extension to develop understanding and mutual support among all schools and divisions of the institution.

In Virginia, a working relationship has been established with other Federal and State agencies which is quite satisfactory. Briefly, this consists of an understanding between the director of Extension and the head of the various State and Federal agencies that, where there appears to be advantage to join a coordinated effort or where there seems to be a problem or a conflict of interests, we will immediately get together to explore possibilities for joint and coordinated effort or for solutions of any problem. So far as the Extension Service is concerned, this procedure will be continued in the coming year. Extension is going to make an effort to do a better job in its educational leadership role so far as Federal agencies are concerned by giving stricter attention to coordination of efforts, informing the general public of programs, and the application of the programs administered by the various Federal agencies. We have been somewhat negligent in exercising our leadership role in some instances. The director and his administrative staff will, of necessity, have to take the leadership in this liaison and overall planning with other agency heads.

There are many organizations within the State that have natural ties to Extension and its educational activities. Working relationships and liaison with such groups will be maintained by asking and designating certain staff members to serve as liaison between Extension and the designated group. To illustrate: Our beef cattle specialist and project leader will be the principal liaison with the Virginia Livestock Producers' Association. Our food and nutrition specialist will be the principal liaison with the Virginia Health Council. The director of Extension serves on a number of committees of both State and Federal agencies and will continue to do this in the coming year. Other members of the administrative staff will represent the director on a number of these committees and will pinch-hit for him from time to time on others.

Extension proposes to work closely with the Advisory Committee to the V.P.I. School of Agriculture during the year. It is now planned to hold at least two meetings with the Advisory Committee for the purpose of developing in more detail objectives and goals for Virginia's agricultural industry and adjustments needed in Extension to effectively discharge its responsibilities. It is proposed that the Advisory Committee will break down into subcommittees to study in some detail major areas of concern. The executive committee is working closely with the college in organizing further study by the over-all committee, and Extension will contribute its share to this effort as it is vitally concerned.

The following staff members will give leadership in each of the above major phases of work:

(1) Over-all Administrative Policy --
Director L. B. Dietrick
Associate Director W. H. Daughtrey
Assistant Director P. H. DeHart

(2) Program Leadership --
W. H. Daughtrey, Associate Director
P. H. DeHart, Assistant Director
Lucy P. Blake, Assistant Director for Home Economics
W. E. Skelton, Assistant Director for Agriculture
M. P. Lacy, Program Development Leader
The District Supervisors

(3) Organization and Coordination of Staff --
W. H. Daughtrey, Associate Director
P. H. DeHart, Assistant Director
Lucy P. Blake, Assistant Director for Home Economics
W. E. Skelton, Assistant Director for Agriculture
The District Supervisors

(4) Relationships --
W. H. Daughtrey, Associate Director
The Administrative Staff and District Supervisors, as indicated above

B. Financial and Office Management

Situation --

The principal problem being encountered in financial matters is insufficient funds to do a complete and adequate job. There is great need for expansion in the staff at both the technical and program development level. There is also great need for a sizeable increase in funds for salary adjustments.

The detailed accounting for funds to meet both State and Federal requirements is rather cumbersome. This needs to be simplified.

In the area of office management, there are problems at both the state and county level. The basic problems are related to space requirements. At the state level, many of our staff are in rather cramped quarters and work under conditions not conducive to maximum achievement. At the county level, quite a number of offices are inadequate and we find considerable resistance on the part of county officials to invest in adequate office space and facilities. The process is slow and will require continuous work and taking advantage of every possibility and break to get more adequate office space.

1. Total funds expected in the year ahead is somewhat of a guess. At this time, we know pretty well what certain funds will be but any estimate beyond this would be a pure guess. Therefore, this estimate is on the basis of what is hoped will be a minimum of available funds.

For the fiscal year 1962-63, it is estimated that there will be a minimum of $5,065,508 available for Extension operations. This will break down about as follows: (a) From the general funds of the Commonwealth--$2,726,510; (b) from Federal Smith-Lever and AMA funds--$1,731,334; (c) from county appropriations, $585,000; and (d) from other sources, $22,164.

In the year ahead, work will be done with the college administration, the State Personnel Office, and the Governor to obtain additional funds from the Governor's discretionary fund for salary adjustments. It is hoped that a sizeable Federal increment will be available for this purpose as this would be exceedingly helpful in obtaining funds from the Governor's discretionary fund for this purpose.

Work will continue with local boards of supervisors to obtain additional appropriations for support of Extension work in the counties. Particular attention will be given to those counties which are lagging in appropriations and are not up to the minimum standards indicated under the basic formula for county appropriations.

2. The application of funds to major program areas has not yet been worked out. This will show in detail in our budget proposal and the realignment of personnel within the broad project areas will be the major shift. Since there will be little opportunity for staff expansion and a minimum of staff is now available in the various important specialties and work areas, there will not be any major shifts in funds. The over-all effort will be directed toward coordinating efforts and expending funds on solution of problems, thus getting more mileage for the expenditure.

A supplement to this report will be filed, if required, when more details can be worked out on fund distribution.

3. During the coming year, improved training for agents and clerical help in office management will be undertaken. This will involve office procedures, office courtesy, efficient and proper use of office equipment, and staff responsibilities for smooth and efficient office operation. To do this job is going to require that we bring in some help from outside Extension. This, however, we believe to be available from within the college and from several supply firms which have worked with us on some of our office management problems.

During the year, we will refine our uniform records and filing system. The basic system is now in operation and we plan to do spot studies of the system to determine any refinements that will be helpful for more efficient operation. Here, we are handicapped for lack of personnel to devote the necessary time to such an activity. It is planned, however, to have our accountant assisted by the district agents to do enough spot studies to determine what refinements can be made and how these can best be instituted. It must be admitted, however, that real progress in this broad area of office management usually gets pushed to the background in the press of program activities. It is hoped that this will not happen during the coming year, and the associate director is trying to be conscious of this situation to keep it from happening.

During 1962, it is planned to streamline our accounting system to simplify record keeping which will meet both State and Federal requirements. A suggested procedure has been submitted to the Federal

Extension Office and has been approved. Work is being done to get the procedure organized and established to be effective July 1, 1962. The proposed system will save a good deal of time in detailed paper work and it is believed will give all of the necessary information required for accurate and objective fund-accounting and handling.

Leadership in the area of financial and office management will be given by the following staff members:

P. H. DeHart, Assistant Director
G. W. Slusser, Extension Accountant
The District Agents

C. Personnel Management

1. The outlook for recruitment of personnel is anything but bright. Here, we have two basic problems: (a) A demand for graduates in agriculture and home economics, which exceeds the available supply of really qualified people. (b) An entrance schedule for assistant Extension agents which is not competitive.

Strenuous efforts will be made during the year, working with appropriate state and college officials, to get a salary schedule which is competitive. There has already been submitted a proposed adjustment for the associate agent grade and we are making every effort to get this approved before we submit recommendations for over-all adjustments for the entire county Extension classification series. Funds were

provided for substantial adjustment in college faculty salaries. The majority of our subject-matter specialists will qualify under this provision. Thus, as of July 1, it is planned to make a rather substantial adjustment in the salary schedules for subject-matter specialists, i.e. those classified as faculty. Unfortunately, our county Extension personnel does not come within this classification.

We are planning and have developed certain procedures to encourage qualified young people to consider training in agriculture and home economics. Here, we are trying to emphasize the opportunities available for trained people in these fields with the hope that Extension will get its share of the most promising young people. The Career Exploration Project we are undertaking gives us opportunity to emphasize this. We also plan to cooperate with the college division in "Student Days," "High School Days," etc., in an effort to attract young people to agriculture and home economics as a vocation.

It is necessary that we step up our recruitment effort with other institutions both within the state and without. We receive excellent cooperation from departments at V.P.I. in our recruiting efforts. The assistant directors for home economics and agriculture are already in contact with department heads and deans of other institutions on leads of possible prospects.

2. Salary Condition --

Salaries, especially of our county Extension staff, are entirely too low to attract qualified people and retain the best qualified people on the staff especially at the county level. Thus, the real problem is more adequate salary.

Set forth below are the present salary schedules for the various classifications at the county and district levels:

Agricultural Extension Agent Trainee	4704-4920-5160
Agricultural Extension Agent Associate	4920-5160-5400-5640-5880-6144
Agricultural Extension Agent	6144-6432-6720-7032-7344-7680
Agricultural Extension District Agent	7344-7680-8040-8400-8784-9168

As of September 1, 1961, the average salary for county agents in Virginia was $7,017, compared to a United States average of $8,044. For associate agents, it was $5,433 compared to $6,920; and for assistant agents, $4,512 compared to $5,796. For home demonstration agents, the average salary for Virginia was $6,691, compared to a United States average of $6,554; for associate home demonstration agents, $5,188 compared to $6,003; and for assistant home demonstration agents, $4,512 compared to $5,105.

For district supervisors, the average salary for Virginia in the agricultural category was $9,048 compared to $9,998 for the United States, and for home economics district supervisors, $8,714 compared to $9,350.

An adjustment of approximately 4-1/2 percent in salaries for the above categories has been made since September 1, 1961. However, this adjustment would not bring Virginia salaries to the average for the Country as a whole and it is entirely possible that other states have had adjustments since September 1, 1961, so that it is unlikely that Virginia's relative position has improved.

The salary for Extension specialists is more competitive than that for county workers. Since these people are classified as faculty and not subject to State Personnel Rules, we have been able to make somewhat more rapid adjustments in salaries.

Plans are under way to try for a substantial adjustment in salaries during the coming year. In the budget request for the biennium 1962-1964, substantial funds were requested for salary adjustments. However, it is entirely likely that any funds for salary adjustments for our county personnel who are subject to the State Personnel System will be included in an appropriation to the Governor for this purpose. If this is the case, then we will work diligently with the college administration, the State Personnel Office, and the Governor to obtain the maximum possible salary adjustments. The case will be built on the need to attract and maintain well-qualified people, to be competitive for technically-qualified people, and the kind of competency required to do effective agricultural Extension work.

3. Adjustments in Extension Staff --

The problem in Extension staff adjustment is basically one of meeting additional needs and demands. This requires additional personnel. The next problem is reorienting the staff in program approach and execution.

There are definite plans to add a meats man to the staff in the coming year. This should materially strengthen our marketing work and consumer education work and should also be of great help in improving livestock production to meet consumer demands. There are also definite plans to add a specialist in the field of turkey production and management. We have no one really qualified in this area and Virginia is an important turkey-producing state. Substantial progress has been made in the research program on turkey production, management and marketing, and we must be in position to help our producers and industry take advantage of this work.

As a result of program projection, state-wide studies and studies within the organization, it is evident that program emphasis must be shifted to giving major emphasis to problems. These problems must be the major problems and careful plans developed to bring all educational forces to bear on their solution. For the coming year, attention will be given to this change of emphasis through coordinated planning and involving the various disciplines for a total educational attack on problems. From experience to date, it is believed that this can be pretty fully accomplished

during the coming year. There is every evidence that the staff wants to work as a team in the solution of problems rather than work as individuals on minor activities. The administration is going to use all means of implementing this thinking and desire on the part of the staff. Frequent conferences to check signals between the various disciplines, the administrative and supervisory staffs will be held. This should do much to help accomplish the objective.

Leadership in these major areas will be given by the following people:

Recruitment of Personnel	--	W. E. Skelton and Lucy P. Blake
Salary Adjustment and Improvement	--	W. H. Daughtrey and P. H. DeHart
Adjustments in Extension Staff	--	W. H. Daughtrey, in consultation and coordinated work with the administrative staff, department heads and project leaders

D. Professional Development

The problem in professional development and training is to get the present staff better trained with advanced degrees for the younger staff members. There is real need for more training in both methods and procedures and in subject matter. Progress has been made; yet, we have the problem of coordinating efforts in the

over-all training program and getting more system to it. There is also the problem of getting an arrangement established within the institution which will encourage more of our workers to take graduate work. Therefore, definite work along the lines indicated below will be taken during the coming year to strengthen our professional development and training program.

General Objectives--Personnel Training

The general objectives of Extension training do not vary greatly from year to year, but do provide over-all direction to the training program and may be stated as follows:

1. To provide opportunity for pre-service training of prospective Extension workers through offering undergraduate courses and guidance at V.P.I.
2. To provide a well-designed and adequate training program for new Extension workers that will help to acclimate new workers to the Extension Service as soon as possible and help new employees increase their productive capacity rapidly.
3. To provide, through in-service training, opportunities for all staff members to continue to improve themselves professionally.
4. To encourage staff members, where feasible and justifiable, to pursue additional formal training leading to advanced degrees.

Areas of Major Emphasis for 1962-63

I. Development of a Comprehensive Training Policy:

There are increasing opportunities for professional improvement. Extension workers are encouraged to take advantage of these opportunities whenever practical and possible to do so. Many staff members desire to complete work on a graduate degree while others are interested in taking formal course work and participating in other types of professional improvement without necessarily completing a degree program.

There is need for a more comprehensive policy that might include the following:

a. Purposes of training

b. Assigned responsibilities for training

c. Provisions for determining training needs

d. Provisions for evaluation of training

e. Provisions for incentive and recognition

f. Provisions for types of financial assistance available

Procedure:

The training leader will work closely with the administrative and supervisory staffs in the development of a training policy. Recommendations from the State Training Committee will be encouraged and given consideration. Other states will be contacted for copies of policy statements that have been found useful as guides to training programs.

II. Coordinated Training Program:

There is a recognized need for training at all levels within the Extension organization. Training needs, time and finances are major considerations in planning and carrying out an on-going training program.

Many phases of in-service training are planned with limited thought given to specific objectives and the inter-relationship of one activity to the other as they affect the over-all development of personnel.

A coordinated training program can do much to strengthen the over-all design of training efforts and result in more effective and efficient use of time and money.

Procedure:

The training leader will work closely with the administrative and supervisory staffs in an effort to move ahead in the development of a coordinated training program. The State Training Committee will assist with this undertaking along with specially appointed district training committees.

One district has already indicated an interest in this approach. By planning on the district level and coordinating district plans with state plans, it is hoped that sounder progress can be made.

III. New Workers Training:

Thirty to fifty new staff members are employed annually. The majority of these staff members join the Extension staff without previous

experience in Extension and with little or no training in Extension organization, philosophy and methods.

Research in the area of reasons for separation indicates that one basic difference between those that remain and those that resign is their understanding of their role, the basic function of Extension, their feeling of confidence in their abilities to effectively carry out their responsibilities.

New workers' training conferences help to meet some of the basic needs of new employees, but these conferences do not allow time for concentrated work in several important areas. An effort will be made to organize certain courses to be offered during a three-week summer session to be taken by new employees during their first two years of employment. These and other courses will be open to experienced Extension workers as well. A sample of these courses is as follows:

1. Basic Communication
2. 4-H Club Organization and Methods
3. Program Evaluation
4. Program Development
5. Philosophy and Organization of Extension and Adult Education
6. Principles of Sociology Related to Extension and Adult Education

These will be graduate courses and those taking the courses will receive graduate credit, thus getting employees started toward work on a graduate degree.

Procedure:

The training leader will work with the Extension administrative and supervisory staffs, director of resident instruction, and the dean of agriculture in developing the courses and in selecting staff members to serve as instructors.

It is hoped that these courses can be made available to staff members by the summer of 1963, if not before.

Other

There are many additional training activities to be carried on during the year, such as:

District and sub-district meetings

Annual Conference

Undergraduate course offerings

Regional summer schools

Special field courses

The three major areas, discussed in detail, seem to warrant primary attention in 1962-63.

Leadership to this phase of the program will be given by Maynard C. Heckel, Training Leader, working in cooperation with the training committee, the administrative staff and district supervisors.

E. Extension Research Studies

The basic problem in Extension research studies and evaluation is lack of a person on the staff to head up this type of work and give it the required time and attention. There seems little opportunity at the moment to activate such a position during the coming year. Therefore, with limited resources, which do not have the required training and skill, to do effective Extension research, the administration does not plan to attempt a state-wide research study or evaluation. The basic effort during the coming year in this area will be to try to build a climate which will enable us to attain the necessary support and financial aid to establish a position in research studies.

The staff will be encouraged to make maximum use of available Extension research and will be encouraged to make application of the findings to strengthen the Extension program.

III. Collateral Items

A. The work planned under this project is related to and will have a bearing on the work under each of the other seven projects. This will be basically in the field of coordination, implementation and program emphasis. It is planned to accomplish these through frequent conferences,

communications and individual guidance. During the coming year, there will be monthly meetings of the administrative and supervisory staffs and, at least, bimonthly meetings of the entire headquarters staff. Strenuous efforts are being made to have a conference room available convenient to the administrative offices by July 1. As soon as this is available, it is planned to have a monthly conference of all project leaders with the administrative staff. This has been a serious need and will be initiated just as quickly as a facility is available for conducive conferences. It is planned to accomplish a shift in emphasis, coordination, etc., through group activity rather than through directive. Key personnel will have the opportunity to express themselves on different proposals and to make suggestions as to how coordination and re-emphasis can be moved forward at a more rapid rate.

The administration plans to maintain close liaison with other USDA agencies and State agencies working in the related fields. The director serves as a member of a number of such committees and tries to participate rather regularly in committee deliberations. It is planned for Extension to be more active in the coming year in giving leadership to educational and informational programs concerning the work and programs of USDA agencies. The director will take

responsibility for guiding the work within the Extension organization and for contacts to coordinate the effort with the respective agencies.

Plans are under way to expand the State Rural Areas Development Committee. The director has already received suggestions from the present membership for possible additional members. An executive committee of the rural areas development committee will also be established for the coming year. An unofficial committee has been operating, but it is necessary that this committee be formalized and recognized by the total State Rural Areas Development Committee.

B. All persons assigned to this project will be involved in and contributing to the work of other projects. Basic assignments which will require rather detailed contributions to other projects are as follows:

M. C. Heckel, Extension Training Leader -- To all projects in coordinating training activities

M. P. Lacy, Program Development Leader -- To all projects and, particularly, to Project VII, Community and Public Affairs

Miss Lucy F. Blake, Assistant Director -- To Project V, Extension Home Economics; Project VI, 4-H and Other Extension Youth Programs; and Project VII, Community and Public Affairs

W. E. Skelton, Assistant Director -- To Project III, Agricultural Production, Management and Natural Resource Development; Project IV, Marketing and Utilization of Agricultural Products; Project VI, 4-H and Other Extension Youth Programs; and Project VIII, Organization and Supervision of County Extension Operations. This Project VIII will require a good deal of assistance and guidance from Dr. Skelton.

P. H. DeHart and W. H. Daughtrey will work more at the over-all guidance and administrative level with all projects.

G. W. Slusser will work with all project areas on leave regulations, retirement, health programs, etc.

VIRGINIA AGRICULTURAL EXTENSION SERVICE

ANNUAL NARRATIVE REPORT

PROJECT I

EXTENSION ADMINISTRATION

JANUARY 1, 1962 - DECEMBER 31, 1962

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Blake, Miss Lucy	Assistant Director	100
Bell, W. B.	Dean of Agriculture	33-1/3
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DATE APPROVED: 3/16, 1963 SIGNED: W. H. Daughtrey
State Director of Extension

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I. INTRODUCTION

The Plan of Work for 1962-63 placed emphasis on Central Administration Direction, Financial and Office Management, Personnel Management, Professional Development, Extension Research Studies, and collateral items.

The Annual Narrative will report briefly on the areas receiving major emphasis during the year. In many instances, the accomplishments and achievements represent progress to date.

II. AREAS RECEIVING MAJOR EMPHASIS

A. CENTRAL ADMINISTRATION DIRECTION

1. Coordination and Orientation of Staff Effort to a Problem Approach

a. Situation:

Specialists in prior years devoted a major part of their time to work as individuals. Each subject-matter department tended to have its own Extension program.

Most staff members recognize the value of a problem approach. However, some feel they might lose their identity. There is a real desire on the part of the staff to understand how to work together as a team in a problem approach.

b. Accomplishments:

The coordination and orientation of staff effort to a problem approach received major emphasis. This

required a lot of staff time but the results justify this effort.

The eight project agreements were developed and approved. This provided the basis of establishing the work of Extension under eight broad headings. Training sessions were held in preparing the agreements, and this helped to emphasize and clarify the problem approach.

Two one-half day training sessions were held for the State staff on plans of work. In these training sessions, the problem approach was discussed along with procedures to be used in preparing the Plan of Work. One person from the administrative staff was assigned as an adviser to each of the eight Extension projects. The adviser and the project chairman held training sessions for each project to develop further the problem approach.

One of the assistant directors discussed in seven meetings the organization, purpose and functioning of the eight project agreements in Extension educational programing with all of the county staff. This was most helpful, as requests for assistance reflect the problem approach. State-wide educational programs with the problem approach are more effective as the Extension agents are better prepared to emphasize their application and importance to the people.

In making these adjustments, the attitude and cooperation of the staff are excellent. Considerable progress was made during the year. There is need to continue emphasis in the area of coordination and orientation of staff effort to a problem-solving approach.

2. Internal College Relationships

a. Situation:

During the year, a new president and a new dean of agriculture were appointed. There still exists within the college some lack of understanding of the role of the Cooperative Extension Service and the liaison which it has with the public. Along with the changes in the administration, this makes it necessary to devote more time to internal relationships.

b. Accomplishments:

Many conferences have been held with the president and the dean on policies, budget and operational procedures. Both appeared on the program of the Annual Extension Conference. The working relationships are good and it is believed that the interest of the president and the dean will do much to bring about a better understanding within the college of the scope and the work of the Cooperative Extension Service.

3. Coordination of Effort and Relationships with Other State and Federal Agencies

a. Situation:

The Extension headquarters is two hundred miles from the headquarters of any other State or Federal agency. This makes it difficult to check signals and to coordinate activities. To hold the necessary joint planning conferences requires a considerable amount of travel during the year.

b. Accomplishments:

Continued emphasis was placed on good working relationships and understandings. This provides for and encourages other agencies to contact and discuss problems and cooperative endeavors with Extension. Likewise, it makes it easier for Extension to contact other agencies on problems of mutual concern.

Considerable attention was devoted to coordinating efforts of the various agencies involved in ARA and RAD program developments. This has resulted in avoiding misunderstandings and in clearing up differences before any serious problem developed. The director of Extension and the heads of various State and Federal agencies have developed an understanding and a procedure to get together

immediately if there seems to be a problem or conflict. This procedure is also followed when it appears there is an advantage to having a coordinated effort in meeting a need of the State.

Extension was more aggressive in exercising its educational leadership role on USDA programs and proposals affecting the people of the State. The same was true of programs developed in the State.

4. Other Areas Receiving Major Emphasis

a. Accomplishments:

The administration worked closely with the State Agricultural Advisory Committee to the VPI School of Agriculture. It devoted considerable time to working with the advisory committee and the staff of the School of Agriculture in developing the potential agricultural projections for the State. One staff member serves as chairman of the committee within the School of Agriculture and three others are members. This type of leadership strengthens Extension within the School of Agriculture.

Conferences were held to encourage and assist the staff in determining and defining the basic problems

in the industry of agriculture, in family living, and in youth development. Emphasis was given in assisting the staff to prepare to help lay leadership determine how it might approach solutions to its problems and to avail itself of opportunities as they develop.

B. FINANCIAL AND OFFICE MANAGEMENT

1. Financial

a. Situation:

One objective was to secure additional funds for salary adjustments and for the employment of additional staff to meet critical needs. A second objective was to revise the accounting methods.

b. Accomplishments:

The objectives were not completely met but some progress was made during 1962. The following table indicates the progress in securing additional funds:

	Fiscal 1961-62	Fiscal 1962-63	Increase Over 1961-62
Federal	$1,731,834	$1,853,366	$121,532
State	2,726,510	2,817,300	90,790
County	577,396	619,960	42,564
TVA	47,251	39,884	7,367
	5,082,991	5,330,510	247,519

This represents a reasonable increase under normal conditions. However, it requires about $240,000 to provide a two-step adjustment in the county Extension agents' salaries, which will not bring our salaries up to a competitive level. It requires about $100,000 to adjust present salaries of clerical and specialist staff. The present conditions make it essential to allocate more funds for in-service training, purchase of modern equipment and for the adding of new positions to meet certain needs that cannot be handled through adjustment of staff duties.

The revision of the accounting methods has been accomplished. The State accounting procedure has been adapted to the Federal system. This is a great improvement over the prior procedure.

2. Office Management

a. Situation:

The objectives were to improve office space, install filing systems, and improve training of agents and secretaries.

b. Accomplishments:

(1) Office Space

No change has been made in office space at headquarters, except for the administrative staff.

Adequate offices and a conference room were provided during 1962. In addition, office space for the training leader, program leader, and secretary was provided in proximity to the administrative staff.

In the county offices, considerable progress has been made in improved office space and equipment. Approximately one-fourth of all county offices have been improved either through remodeling or new offices. Adding machines, addressing equipment, dictaphones and electric typewriters have been provided in about two-thirds of the counties where the volume of work justifies such equipment.

(2) Filing System

The new filing system has been installed in all except eight counties and is about 40 percent complete in the State offices. A few spot checks have been made and the files were found to be in good shape and the staff satisfied with the system.

(3) Training of Agents

We have had an intensive training program for county agents and assistant agents in farm management. We had two groups of agents of twenty-five each in a two-week session

in the spring of 1962 and repeated the training in the fall at a progressively higher level. These groups will continue to receive training, and an additional group will be added in 1963.

These agents are now qualified to make a "farm record analysis" of the information compiled through the electronic record system. This analysis provides the information which can be used in pointing out the items of expense which are out of line and items which will help improve efficiency. The agents also make a business analysis of the entire farm which involves the determination of alternatives, crop budgeting and enterprise records.

A select group of these agents conducted a farm management school for 25 selected farmers and a few businessmen. This involved 14 hours of classroom work devoted to teaching farmers how to make crop budgets, analyzing machinery costs, and other beginning steps in farm management. The evaluation of these schools resulted in a request that the schools be continued. The results of this training on an intensive basis have convinced us that training in other subject-matter areas must be handled on a similar basis if real progress is to be

expected. This intensive training resulted in adjustments in the use of the agents' time.

We started another system of training involving larger numbers. In one district, we started a training program for all agents for one week in the spring and one week in the fall on subjects selected by the agents and the specialist staff. The number of topics were limited so that the information could be covered with ample time for discussion. In this district, the one-day meetings for training will be restricted to emergencies. We believe this procedure has promise in keeping the agents up to date, and that it will also increase the efficiency in agent training and save time.

(4) Training of Secretarial Staff

A committee was appointed to develop a training program which would include the training needs and methods. This has not been completed. However, the delay is justified in order to have an adequate plan, including the cost, before starting the training program.

C. PERSONNEL MANAGEMENT

1. Salary Schedules

a. Situation:

One objective was to improve salary schedules.

b. Accomplishments:

Considerable progress was made in the salaries of the specialist staff as indicated by the comparison of the salary schedule for 1961 and 1962.

Salary Schedule for Specialists

	1961		1962	
Title	Entrance	Top	Entrance	Top
Professor	9,120	12,000	10,800	13,680
Associate Professor	7,440	9,840	8,640	11,400
Assistant Professor	6,600	8,040	7,680	9,120
Instructor	5,400	6,480	6,120	7,560

The July 1, 1962 salary adjustment places Virginia in a relatively good competitive situation. The median salaries as of September 1, 1962, for Virginia rank fourth in the Nation. This situation will not remain favorable unless constant efforts are devoted to the increasing of salaries about 5 percent each year.

Salary Schedule for County Extension Agents

	1961		1962	
Title	Entrance	Top	Entrance	Top
Agent	6,144	7,680	6,144	7,680
Associate Agent	4,920	6,144	5,160	6,432
Assistant Agent	4,704	5,160	4,704	5,160

All grades in this classification received a salary adjustment in 1961, which is reflected in the 1961 schedule above. There were two adjustments of approximately 5 percent each: One effective January 1, 1961, and the other effective October 1, 1961. Recommendation for further salary adjustment was made to the Governor in December 1962, which has not yet been acted upon.

This low salary schedule places Virginia in an extremely critical situation for the employment and retention of a staff with the background and training required to meet today's needs.

The last adjustment in salary for the clerical and stenographic staff was July 1, 1960. These employees have the same classification and pay schedules as similar positions for all agencies of the State government.

2. Recruiting Efforts

a. Situation:

The objective was to improve and expand recruiting efforts.

b. Accomplishments:

In spite of the low salary schedule, considerable progress was made in the recruiting of new personnel. This was due largely to the coordinated efforts of the training leader and the assistant directors. We recruited some of the top graduates through early counseling and the employment of juniors during the summer. This procedure will have a much more significant effect after salary scales are adjusted to be more competitive.

3. Staff Adjustment

a. Situation:

Adding staff as well as adjusting staff time to meet critical needs was an objective.

b. Accomplishments:

(1) New staff members were added to meet a few of our needs in the following areas:

(a) Secretarial assistance in counties

Thirty-five half-time secretaries and four

full-time secretaries were employed. We now have a full-time secretary in all counties with two professional employees and a half-time secretary in counties with only one agent.

(b) Specialists

One staff member was employed for Extension work in turkey production and management. One position was established in recreation and wildlife to be filled prior to July 1, 1963. One staff member was employed to work on the rapid adjustment farms in the TVA-Extension program. One specialist was employed in quality meats.

(c) County Agents

Three county agents-at-large were employed and trained to devote full time to farm management in designated areas of the State.

(2) Adjustment in Duties

This is difficult to measure. However, the joint planning of programs has resulted in adjustment of duties and in improvements of morale and interest.

For example, in Project III, three major programs were developed and carried out on a team approach cutting across several departments. These were:

(a) Forage Production, Handling and Feeding - This included specialists from agronomy, agricultural engineering, animal husbandry, dairy science and economics. Considerable shifting of duties as well as concentration of effort resulted.

(b) Poultry Environmental Control - This involved agricultural engineering, agricultural economics and poultry science.

(c) Swine Production - This included veterinary science, agricultural engineering, agricultural economics and animal husbandry.

This team approach has resulted in the agents' and specialists' devoting more time to major problems. This has assisted the specialists in recognizing more readily the type of assistance needed in the counties.

D. PROFESSIONAL DEVELOPMENT

1. Development of a Comprehensive Training Policy

a. Situation:

There are increasing opportunities for professional improvement. Extension workers are encouraged to take advantage of these opportunities whenever practical and possible to do so. Many staff members desire to complete work on a graduate degree while others are interested in taking formal course work and participating in other types of professional improvement without necessarily completing a degree program.

There is need for a more comprehensive training policy that might provide guidance and direction to those seeking continued opportunities for professional growth.

b. Accomplishments:

Some initial work has been done in the development of a comprehensive training policy, but it will be necessary to carry this major emphasis area over to 1963 before a comprehensive training policy is established.

Various states have been contacted requesting copies of their training policies. These statements will be helpful in developing a policy here in Virginia.

The need for a training policy has been discussed informally with supervisors and other staff members, but as yet no committee has been appointed to move ahead with the final development of such a statement. It is hoped that this will be completed in 1963.

2. Coordinated Training Program

a. Situation:

There is a recognized need for training at all levels within the Extension organization. Training needs, time and finances are major considerations in planning and carrying out an on-going training program.

Many phases of in-service training are planned with limited thought given to specific objectives and the inter-relationship of one activity to the other as they affect the over-all development of personnel.

A coordinated training program can do much to strengthen the design of training efforts and result in a more effective and efficient use of time and money. More important, a coordinated training program should come much closer to meeting the needs and interests of all staff members.

b. Accomplishments:

Significant progress has been made in an effort to develop a coordinated training program. This progress is reflected in the procedures followed in one district in the State during 1962. The district approach was designed to serve as an experimental approach, and what has been learned through this effort will be helpful in establishing a recommended procedure for agent-training throughout the State.

The following steps were taken in 1962:

(1) Establishment of a district training committee made up of three home demonstration agents, three county agricultural agents, two district agents and the training leader.

(2) The district training committee outlined the following purposes:

(a) To encourage cooperative planning among the administration, supervisors, specialists and county staff in determining the needs for training programs.

(b) To gain a closer insight into the needs of members of the county staff.

(c) To help in making the most efficient use of time devoted to training.

(d) To assist in determining the amount of time to be devoted to training.

(e) To identify areas of program emphasis as they relate to training needs.

(f) To help condition Extension workers to be more receptive to training, changes, and newly-initiated programs.

(g) To assist in the evaluation of training programs.

(3) A questionnaire aimed at determining training needs of agents was developed. This was based on suggestions from subject-matter specialists, district agents, administrative staff members, and county Extension agents. This questionnaire contained some 72 items.

(4) This questionnaire was sent to every agent in the district. Following personal counsel with the district agents, it was completed and then submitted to the committee.

(5) Major needs were listed in priority based on the results of the questionnaire.

(6) Two one-week training sessions were planned and programed based on the expressed needs of the agents and suggestions from the supervisory and

administrative staffs. One week was completed in 1962 and one week has been programed for the winter of 1963. A real effort has been made to concentrate all agent-training in these two one-week periods and cut one-day training meetings down to an absolute minimum.

(7) The agents were notified several months in advance as to the dates of the sessions.

(8) A preliminary evaluation following the first one-week training session indicated that this approach comes much closer to meeting training needs of the field staff; the participants are in a much better "frame of mind" for an effective learning experience; it is much more efficient use of time and money; and the program provides continuity.

3. Training for New Extension Workers

a. Situation:

Thirty to fifty new staff members are employed annually. The majority of these staff members join the Extension staff without previous experience in Extension and with little or no training in Extension organization, philosophy and methods.

New-worker training conferences help to meet some of the basic needs of new employees, but these conferences do not allow time for concentrated work in several important areas. Formal course work on the graduate level appears to be one way to provide this added depth for the new employees.

b. Accomplishments:

A Master of Science degree program in Extension Education was approved by VPI during 1962. As a part of this program, the courses suggested in the 1962 Plan of Work that might be of interest to new employees have been introduced.

It will now be possible to expand further new-worker training by allowing new employees to take some formal courses during their first two years of employment, and thus give them a basic foundation that is not usually provided through undergraduate curriculums.

It is hoped that a selected group of these courses will be offered during the summer of 1963. Participation will not be limited to new employees but may include more experienced personnel as well.

Continued emphasis still needs to be placed on the orientation and training of new workers. Emphasis in this area will be carried over to the 1963 Plan of Work.

4. Other Areas

a. Job Analysis:

Closely associated with professional development is the writing of job analyses and descriptions. Interest in revising job descriptions came to the administration through the Virginia County Agricultural Agents Association and the Virginia Home Demonstration Agents Association in 1961. The training leader has been working closely with committees established by the two associations in developing plans to move ahead with the revising of job descriptions.

Introductory discussions of the value and use of job descriptions were presented at each district meeting in the fall of 1962. Plans for one-day training sessions in the writing of job analysis statements are being made for the winter and spring of 1963. Extension agents will be asked to analyze the job they are now doing and the results of this analysis will be used as a basis for the final writing of job descriptions. Agents' involvement is planned throughout this process.

b. Undergraduate Courses:

Two courses in Extension Education were offered to undergraduates during the winter quarter of 1962: Extension 301, Organization and Methods in Extension and Adult Education, and Extension 401, Program Development in Extension Education.

c. In-service Training:

In-service training in subject matter was largely conducted by subject-matter specialists through district and subdistrict meetings, including such things as forage handling and feeding, environmental control in poultry structures, 4-H town and country business training conference, farm management training schools, poultry servicemen's school, sewing machine clinics, hat-making workshops, and all-breeds dairy cattle judging conferences.

A series of 2-1/2-day workshops in group process as it relates to program development and Rural Areas Development was completed in 1962.

The Annual Extension Conference was held in August 1962. An effort was made to present a program that contained a balance between some training in technical subject matter and some emphasis on areas of over-all concern to our Extension staff, such as RAD.

d. Regional Extension Schools:

Sixteen Extension staff members participated in regional Extension schools during 1962. Following is a breakdown by participants and location:

Cornell	5
Georgia	2
Wisconsin	5
Human Development Workshop	2
Colorado	1
Prairie View	1

E. EXTENSION RESEARCH STUDIES

No staff member was directly assigned responsibilities for Extension research studies in 1962. Some county staffs seeking help in evaluation have been given some limited assistance by the training leader. Staff members who are on leave pursuing graduate study have discussed certain aspects of their research studies with the training leader.

A publication entitled, "Recent Items in Extension Research and Training," was introduced during 1962 and was sent to the total Extension staff bringing to its attention certain information related to training along with items of particular interest drawn from research studies in Extension Education and related areas.

More needs to be done in Extension research. The recently-approved Master's Degree program will stimulate the conduct of Extension research studies in areas of concern to the Extension Service.

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