



## I. THE PROGRAM SITUATION

The supervisory staff is deeply concerned with the basic problems of agriculture and solutions for them. Through program development, involving the leadership of each county, the problems of the people are determined. Solutions to them, in part at least, may then be found through various types of educational programs. The solution to some problems may be in the individual approach, while in others, county-wide, area, or state programs may be practical methods. It is recognized, however, that many problems facing farm people today cannot be solved entirely by farmers themselves even though the best information they may be able to obtain is put into use. Extension, however, may help them in many ways to improve their situations through sound programs.

As a basic framework on which to build future programs in resident teaching, research, and extension, an intensive study is being made of Virginia's resources by the School of Agriculture. The study is known as "Improving and Expanding V.F.I.'s Role in Virginia Agriculture and Rural Life." This is essentially program projection on a State basis.

The report when completed will first analyze the situation including a study of trends; it will attempt to point out desirable changes which should take place and what will be needed by the institution

to help bring about these changes. It should provide valuable information in planning both State and county programs. The study will also provide a basis for making requests for appropriations so that the institution may properly carry out its functions.

Progress to date consists largely of an accumulation of a large amount of valuable data into one 197-page volume "Handbook of Information" and a narrative report of the situation, trends, and potential of the animal industry of the State is being printed. Material on other phases of the study including Population, Youth, Family Life, Plant Industry, Ornamental Horticulture, Feed Crops, Forestry, and Economics has been assembled.

The role study anticipates the use of this material in better adjustment of research and educational activities of the School of Agriculture to the needs of the State. It should also provide information to develop a better understanding of the functions of the institution and its needs to the leadership of the State and the general public. The material will also prove valuable in extension program projection at State, area, and county levels.

Within the School of Agriculture, the study has provided an opportunity for personnel of the teaching faculty, the experiment station, and extension to work together in obtaining the facts and projecting the future in their fields. Much inter-departmental work was also necessary which has promoted good relations and an appreciation of the work of others.

Some of the broad problems of agriculture as seen now are:

1. Further reduction in the realized net income of farm operators for 1959 with the likelihood of a continuation of the trend for 1960.
2. Too many farms lack basic resources in the form of land and capital to develop an efficient operation.
3. Inefficient methods in the production of crops and livestock.
4. Lack of satisfactory enterprises to offset reduced acreages of allotment crops
5. The need of more efficient methods in marketing of farm products.
6. The need of informing people on public policy.
7. Failure of rural families to make adjustments to rapidly changing conditions, indicating the need of more work in the fields of farm and home management.
8. The trend toward integration in agriculture in which farm people need more information on which to base their decisions.
9. Too small a percentage of rural youth reached through 4-H Club work and other extension youth programs.
10. Failure to make best use of land resources including farm woodland.

All of the above general problems and others are of a long-time nature. With limited personnel, county staffs cannot hope to develop adequate programs in all needed fields. Under the Virginia plan the agents working with lay leadership must determine some of the most important phases of work to be undertaken. In each field for any one year, agents

working with committees must pinpoint some of the most acute problems and develop programs leading toward their solution. They cannot hope to adequately cover the entire field in a particular phase of the agricultural program during any one year. Specialists in each field provide basic information to agents that will help them as they work with committees in the identification of problems and in the development of programs that are aimed at the solution of these problems.

In 1960, the supervisory staff will place major emphasis in helping agents with the program planning procedure, farm and home management, marketing, and youth activities. They will also correlate programs in subject-matter lines in problem areas that apply to the entire district or areas of the district.

## II. SUPERVISORY SITUATION

### A. Supervisory Structure

There are six men district agents. The number of local staffs supervised averages about 16, with a variation of 14 to 18. The load of district agents becomes increasingly heavy and some method needs to be developed if they are to adequately fulfill their responsibilities. The work of the district agents is coordinated by the assistant director and other members of the administrative staff.

B. Personnel For the Job

At the beginning of the year, there were 97 county agent positions and two county agent-at-large positions with no vacancies and 86 established assistant county agent positions with 10 vacancies. Keeping positions filled with qualified workers has been one of the most serious problems in the supervisory field. However, the situation seems to have improved some the last two years. It is actually necessary to maintain a few vacancies to take care of those who are on military leave who may desire positions upon return from service.

C. County Extension Organisation

The size of the county staffs varies from one county agent handling two counties, such as in the case of Charles City and New Kent Counties, to a maximum of 3-2/3 men workers, as in Halifax and Pittsylvania Counties. There is an extremely wide variation in land area and in number of farmers in Virginia counties, which accounts for the wide difference in size of staffs.

With few exceptions, men and women workers have adjoining offices. Through regular office conferences and otherwise the work is correlated. Such correlation is particularly important in the fields of youth activities; county program development; farm and home development; and special-interest programs of a general nature, such as farm and home lighting, safety, and water systems.

Because of the widely varying conditions in Virginia agriculture so far as soil, climate, crops, and enterprises are concerned, it is necessary to maintain a large specialist staff. At present there are 99 established full-time or part-time specialist positions. An additional swine specialist was placed in the Suffolk extension office to work on an area basis.

D. Board of Agriculture and Special Interest Committee Development

Progress in the use of committees in program development and execution continues, although no survey was taken at the end of 1959 to provide actual figures on progress made during the past year.

Around one-half of the counties have County Agricultural Extension Boards.

E. Cooperation With Other Organizations and Agencies

Excellent cooperation exists with other agencies. In many cases the personnel of other agencies is housed in the same building with Extension agents, which is a distinct benefit to farmers and promotes good working relationships among personnel of the agencies.

Cooperation within the counties and in the State as a whole with business, civic, and industrial groups is excellent. Such groups are particularly helpful in 4-H Club activities, community improvement work, and in many other phases of the Extension program.

F. Training Agents

Agents are provided opportunities for study and training which are necessary if they are to keep up with the rapidly changing conditions, the advancement in science and technology, and the use of effective teaching methods. The taking of work toward advanced degrees is encouraged but few are in a position to do so. In the cases in which agents do obtain advanced degrees, they seldom return to county positions because of better offers elsewhere.

The organization of the training program for agents has progressed well under the leadership of Mr. M. C. Heckel, Extension Training Specialist, who has been devoting full time to it. However, he will be on educational leave until September 1, 1960.

1. Situation Analysis and Program Development

Much time has been devoted to training agents in county situation analysis and program development at Annual Extension Conferences and district meetings. These subjects are also included in New Agents' Training Schools which are now held twice annually with 15 to 20 people participating each time.

2. Extension Philosophy

Training in the philosophy of Extension work is given at Annual Extension Conferences, at New Agents' Training

Schools and in college courses given. Agents are also provided with material on the subject from time to time. However, it appears that much of the philosophy of Extension must be gained over a period of years from being associated with other Extension workers and with farm people.

3. Teaching Methods

Teaching methods used by both agents and specialists have shown remarkable improvement over a period of years. This has been accomplished largely by training schools and by providing Extension workers with visual aid equipment and materials. County workers in many cases have also obtained visual and sound equipment from local sources.

Training schools were arranged for the entire specialists and county staffs in one phase of communications in 1958 and another in 1959. These have been of the workshop type and of three or four days' duration. Train-the-trainer methods were used. District agents were members of the training team.

4. Leadership Training

County program development has contributed much to training agents in using leadership effectively. District agents help agents, particularly new ones, in working with committees. Some district agents have planned area meetings

which include 4 or 5 counties to help agents in the effective use of leaders in 4-H Club work. Some time is also given in the New Agents' Training Schools to effective use of leaders.

5. Public Relations

Training in this field is partly done through meetings but also by personal contact with individual agents and by circular letters in which agents are urged to keep the public informed of their activities.

6. Office Organization and Management

Some training is given agents in office organization and management at district meetings and the New Agents' Training School. One method of training is to arrange meetings of agents and secretaries on a district basis. Most districts have held these at around three-year intervals. District agents also help agents on an individual basis.

G. Co-ordination of Work of Specialists and Agents

Specialists' programs are expected to aid in the solution of problems which have been brought out in county program development. Programs of specialists, new or revised, are first brought to the attention of a member of the administrative staff. From this, plans are made to review the program with

the district agents. This provides an opportunity for them to review the program critically before it is taken to the field.

The effects of such conferences are to: (1) get programs well thought through and organized before they are taken to the field, and (2) get approval and acceptance of the program. District agents also work with specialists in scheduling events in order to make the best use of time.

#### H. Other Supervisory Responsibilities

District agents must be constantly alert to problems in their district. Such problems may involve personnel relationships within the organization or with other organizations, violations of the policy and the like. At the same time, they must be alert to training needs of agents, building morale, staffing, opportunities for improving county office space and equipment, and all the things that will help to make the organization more efficient and its programs more effective.

### III. MAJOR SUPERVISORY ACTIVITIES FOR 1960

#### A. Maintaining a Staff of Qualified County Agents and Assistants

County agent positions becoming vacant will be filled from the assistant agent staff with little regard for seniority. The objective in 1960 will be to fill all assistant agent positions, except for a few which must be left open for those who are on military or educational leave, with qualified men. The major responsibilities of the supervisory staff are to secure applications, interview applicants, and make recommendations for appointment. The future of Extension work, to a large extent, is dependent upon the type of county workers employed. The employment situation appears rather favorable at the beginning of the year. However, positions will be left vacant rather than filling them with men who do not appear to be reasonably well qualified.

The opportunities offered in Extension work were discussed with around 50 seniors during the fall. Those who apply for positions will be interviewed early in the year by the district agents and members of the administrative staff. These will be carefully screened and positions offered to those who appear best qualified.

The salary scale for county workers effective since September, 1958, is:

| <u>Class Title</u>                     | <u>Salary Range</u>           |
|--|-------------------------------|
| Agricultural Extension Agent Trainee   | 4320-4512-4704                |
| Agricultural Extension Agent Associate | 4512-4704-4920-5160-5400-5640 |
| Agricultural Extension Agent           | 5640-5880-6144-6432-6720-7032 |

It is not likely that there will be any change in the number of county positions in 1960. Adjustments in the salary scale for county workers are needed, but what can be done about them in 1960 is uncertain at this time.

B. Training Agents

In the absence of the Extension Training Specialist, who is on educational leave, efforts will be devoted to maintaining the improved program he had developed. Schools of one-week duration will be held in March and September for new agents and specialists.

It is anticipated that around 40 people will attend them.

District schools of three-days' duration will be held during January to provide all agents training in writing. District agents and specialists who attended schools in the fall of 1959 will be the instructors.

It is expected that there will be around 10 men agents attending 3-weeks schools at Georgia, Arkansas, and Cornell during 1960. The Annual Extension Conference will be held the week of August 29-September 2. At least half of the time will be devoted to subject matter. Subject matter will also be taught at district and area meetings and visits to experiment stations. The men agents of the East Central District will visit the Beltsville Station in May for training purposes. A quarterly publication, "New Developments," will be assembled and distributed through the assistant director's office. The material is obtained from subject-matter departments. Its aim is to keep agents informed on the latest research and to some extent on extension methods.

C. County Appropriations

Rising costs of supplies, equipment, and salaries make it important to constantly seek larger appropriations from counties. The approach will be for the district agents to contact county boards by letter in January with requested budget enclosed. In most cases an increase in the appropriation effective July 1 will be requested. The district agent will then contact board members personally, either individually or at a board meeting.

District agents will confer with the administrative staff to check progress and to discuss procedures. The goal is to increase county funds for the fiscal year beginning July 1, 1960, by \$10,000.

D. Office Space and Equipment

District agents will appraise office space and equipment in counties under their supervision. Office space is improved by keeping in touch with the local situation. It is expected that office space will be expanded in four or five counties in 1960. The needs for additional equipment in county offices will be constantly checked by district agents and orders placed by them.

E. Merit Ratings

District agents are required by the State Personnel Office to rate all employees under their supervision. This will be completed by April 1.

F. Evaluation

District agents went over the evaluation forms with county staffs in 1959. Some of them have also completed the evaluation of agents under their supervision. The next step is to review their evaluation with the assistant director and then discuss the evaluation with each individual agent. It is expected that most of this will be completed in 1960.

G. Filing System for County Offices

The development of a uniform filing system for county offices progressed well in 1959. It will require around 10% of the district agents' time in 1960 to complete the job. The agents are enthusiastic about the system and anxious to get it established in their counties as early as possible. The goal is to have the system established in all counties this year.

H. Program Development

District agents will continue to work with county staffs on county program development. While it will be a topic for discussion at one district meeting, most of the work will be done by individual county appraisal. Specialists will help primarily by assisting agents in pre-planning for committee meetings rather than attending them. In some cases, the staffs of several counties will be brought together for training. The goal for 1960 is to have written long-time program statements from 75 counties of the State.

I. Farm and Home Development

Progress in this field appears satisfactory from some standpoints. Percentage-wise the number of families worked with has shown substantial gains. Agents and specialists, too, are

now inclined to look at the total farm and home situation to a greater extent than heretofore. However, the number of families reached is still small.

Weaknesses in the program are: (1) lack of time on the part of extension agents and (2) lack of trained personnel to do the job. It is hard for agents to readjust from both planned and emergency programs in a manner that will allow sufficient time to work with any large number of families.

The training of agents in farm management will be given more attention in 1960. The agents of pilot counties will be brought together by areas for training in the so-called linear programming. Thereafter, a farm management specialist will visit each county for further training of agents in the system. Progress will be slow because of lack of trained personnel in the system but thoroughness of training is considered more important than speed.

J. Rural Development

The rural development program will be continued in the two pilot counties, Cumberland and Carroll. In many activities, particularly in the latter county, solutions to problems must be sought by going beyond county lines.

District agents will continue to work with organizations and agencies in these two areas in developing more effective programs.

K. Youth

Continued progress in participation and quality of work in 4-H Club and other youth programs is planned for 1960. District agents not only work with county staffs on an individual basis to improve the youth program, but they also work with them in district meetings, area planning meetings, and in many county and district activities. They are also responsible for the selection of agents for many assignments.

Opening of the Southwest Virginia 4-H Camp and more effective district 4-H contests arrangements are among the plans for 1960.

L. Federal-State Area Brucellosis Eradication Program

County agents have actively cooperated with area supervisors on this program. Such cooperation has consisted in getting the sentiment of leadership toward the program, informing cattle owners and the general public about the disease, and developing county plans for the actual testing job.

The work has moved remarkably well with few complications. The job should be nearly completed by the end of 1960.

Agents also have a part in developing plans with local veterinarians for calfhood vaccination of heifers for replacement purposes. This program was very effective in 1959 with 108,000 heifers vaccinated. The program will be continued in 1960.

M. State Mastitis Control Program

The State program will get underway in 1960 after much planning in 1958 and 1959 in which the assistant director acted in an advisory capacity.

The program is recognized as largely one of education. Some of the material prepared is as follows:

1. Monthly newsletters to dairymen
2. Barn charts
3. Filmstrips
4. News articles
5. Material for radio

Other activities planned are meetings and demonstrations of various types.

All dairy interests are cooperating in this program which is one of the most intensive ones ever planned in Virginia.

N. Other Programs - Outline of Plans for 1960

1. Livestock and Wool Marketing

Efforts will be made to improve the wool marketing set-ups, particularly in Southwest Virginia and Southeastern Virginia. Expansion in feeder pig sales, continued work with feeder and fat cattle sales, and ewe procurement.

2. Forestry

Expansion of work with forestry committees, adult and 4-H forestry clubs. Re-establishment of one-week forestry schools for agents.

3. Poultry

The poultry department has now assumed effective leadership of the poultry industry of the State. Educational programs with the industry participating, both in planning and execution, will be developed on an area basis.

4. Weed Control

Interest in weed control has developed rapidly. The agents with specialists' help will develop more effective programs than heretofore.

5. Agricultural Economics

The department will inaugurate the linear program in farm management in 1960 and will expand on the Electronic Farm Record System.

A program, with agencies and organizations concerned, will try to improve the grain marketing system of Eastern Virginia.

6. In other fields such as agronomy, agricultural engineering, plant pathology and physiology, programs will be modified to better meet the needs of the people. Teaching methods will also be changed for greater effectiveness.

#### IV. SPECIAL ASSIGNMENTS

##### A. Supervisory

###### 1. Teaching

Members of the supervisory staff will have teaching assignments at communications schools, schools for new agents, staff conferences and the like.

###### 2. State and National Events

One district agent (which in some cases may be a man or a woman) is expected to attend each of the following events:

4-H Camp, Washington  
4-H Club Congress  
State 4-H Camp

###### 3. Committee Assignments

District agents will receive many committee assignments and continue in many to which they are already assigned, such as those related to Farm and Home Development, preparation of

report and other forms, planning programs for the Annual Extension Conference and the Training School for New Workers, judging 4-H Club records, community improvement contests, etc.

4. State Organization Meetings

District agents will attend many state meetings of commodity and business organizations and meetings of the personnel of other agencies. Occasionally they appear on the program of meetings of such organizations, but more often attendance is to keep them informed and to maintain good relationships. Among such meetings are those of the Virginia Bankers' Association, ASC Committeemen, Soil Conservation District Supervisors, State Dairymen's Convention, Horticultural Society, Beef Cattlemen's Association, and many others.

5. District and Area Events

District agents will be called upon to attend and take part in county and area events within their district. Among them are 4-H Achievement Days, area 4-H shows and sales, meetings of commodity organizations, field days, and meetings of County Extension Boards of Agriculture. The number, place, and time of them cannot be entirely anticipated at the beginning of the year.

B. The Assistant Director

1. State Activities

Meetings of state committees, such as ASC and Soil Conservation, either attending with the director or substituting for him. Also the assistant director will attend meetings of state commodity organizations and of agricultural industry, similar to those which are attended by district agents.

2. Committee Assignments

Among the assignments for 1960 will be: program committee, Annual Extension Conference; Grain Marketing Committee; committee to develop program for Institute of Rural Affairs; committees on development of forms used by Extension; advisor to Mastitis Committee; also, many special group or committee assignments as the need arises.

3. District Meetings of Extension Personnel

Attends and has assignments at practically all district meetings of county extension workers which are usually two-day affairs held twice each year.

4. Assigned Responsibilities

Assembling material for "New Developments," checking penalty mail, maintaining supplies of basic material for Farm and Home Development and County Program Development, preparing special state and federal reports, summarization of ES-21 reports for Federal Office, Clearance Office - Reports Act of 1942, review of county Plans of Work and Annual Reports.

#### V. PROJECTED PROGRAM AND PERSONNEL NEEDS

The long-range objective of the supervisory staff is to have a well-trained staff of agents in each county with adequate office space and equipment. A further objective is to have long-time programs developed in each county through the involvement of people, so that their needs and opportunities will be studied and effective Extension programs planned and carried out to improve their situation.

To attract and keep the best workers, an improved salary scale is needed and efforts will continue in that direction. Also needed is additional help on the supervisory level. The responsibilities of district agents have greatly increased through the years, particularly in the area of planning programs and activities.

Another problem to be considered is that of providing the necessary assistance to a highly specialized agriculture. The agents cannot be specialists in all fields. One such specialist was placed on an area basis in 1959 and is doing a very effective job.

## VI. CALENDAR OF ACTIVITIES

- January** Supervisors will assist agents with program planning procedure and Plans of Work. Attend meetings of Extension boards, contact county governing boards, teaching assignments at communications schools, attend Outlook Conference at headquarters (January 4), attend State meetings of commodity and other organizations, attend area meetings on Filing System. Assistant Director will get State statistical reports completed, conduct interviews with seniors, attend certain State meetings.
- February** Supervisors will continue work with agents on county program development, Plans of Work. Meet with county governing boards. Attend meetings of commodity and other organizations; follow up on Filing System. Interview seniors at headquarters (February 17). Attend administrative and supervisory staff conference (February 15-16).
- March** Supervisors will attend Extension Staff Conference (March 21-22). Complete merit ratings, contact governing boards as needed. Follow-up on program planning and execution and filing system. Assistant Director and two district agents will have assignments at New Extension Workers Training Conference (March 21-25).
- April** General supervisory work on program planning and execution, contacting boards, and the like. Attend and assist with 4-H shows, sales, and district contests. Attend meeting of supervisors and administrative staff (April 18-19). Largely complete the employment of seniors for vacancies. Hold Spring District Meetings in some districts. Assistant Director will attend Regional Conference of Directors (April 18-21).
- May** Complete 4-H district contests and complete plans for 4-H camps. Routine county visits to check with agents on performance. Complete check as needed on county office equipment and supplies for fiscal year. Extension staff conference (May 16-17). District agents will attend Regional Supervisors Workshop May 2-6, Athens, Georgia. Select around ten agents to attend Regional Summer Schools--Arkansas, June 15-July 1; Wisconsin, May 31-June 17; Cornell, June 27-July 15; or Colorado, June 20-July 8.

- June  
Begin area 4-H camps. Complete needed district arrangements for and take care of special assignments, State 4-H Short Course (June 27-July 2). Routine county visits. Monthly conference of district agents and administrative staff (June 20-21.)
- July  
Early in the month, select agents to attend Institute of Rural Affairs (July 26-29), and be in attendance. Continue responsibilities in connection with 4-H camps. Routine visits to counties.
- August  
Attend field days at experiment stations where agents and county leadership will be in attendance, attend county farm tours, Annual Extension Conference (August 29 - September 2), 4-H Electric Congress (August 24-26).
- September  
Farm tours, 4-H shows, sales, and fairs. Virginia State Fair and Extension Staff Conference (September 19-20). New Extension Workers Conference (September 12--16).
- October  
Complete community improvement contests, attendance at shows, sales, achievement days. Fall district meetings of agents. Administrative and supervisory staff conference (October 17-18). Help agents as needed with completing activities.
- November  
Complete Fall district meetings. Help with completion of community improvement activities, assist agents with reports, Extension Staff Conference (November 21-22). State office interview seniors for county extension positions.
- December  
Supervisors will complete their Annual Reports for 1960 and Plans for 1961. Assist agents in planning procedure for ensuing year. State office begin summarization of county statistical reports. State office and supervisors prepare county budget requests. Administrative and supervisory staff conference.