

from tobacco where it has increased over the past three years by over seven hundred pounds per acre. His labor efficiency has increased from 216 productive man work days per man to 303 per year.

This young farmer has been on the V. P. I. Mail-in Record Program since 1961. The program has helped him considerably in improving farm efficiency. He follows good soil and water conservation practices and has recently set this program up on the farm he purchased.

His livestock enterprise consists mainly of a broodsow-feeder pig and market hog operation. This enterprise is gradually being increased and at present is up to ten broodsows. This livestock operation has been improved in the quality, and has gone from a fat type operation to one of good meat type hogs. He markets his pigs through an organized feeder pig sale. When he first started marketing pigs through these sales, most of the pigs went in the low grades. Since upgrading his herd, most pigs are now graded number one's with a few going as number two's.

This farm was linear programmed by the hand approximation method last year. The plans show a potential increase in labor income of \$9,800 over his present operation by the year 1970. He plans to put this program into operation this year.

Of course, he is a most capable young man, management conscious, and is continually striving to improve the efficiency in his business to obtain the highest possible net farm income. He has an attentive ear, will seek advice, and will use improved methods if they are sound. There is no doubt that he will remain competitive and continue to be a successful farmer.

A SUCCESSFUL FARMER

This is a young farmer about thirty years of age, married, and has two children. He has progressed in the farming business on his own ability and resources. There has been no financial assistance from his parents or any other person.

The farmer began by being a tenant farmer. Beginning with the year, 1964, he purchased a farm across the road from the eleven acres which he owned. He realized that if he wanted to remain in the farming business, he would have to expand in order to improve efficiency and make the most of the machinery he needed for a successful operation. In addition to the land he owns, the farmer rents considerable acreage from neighbors.

This young farmer has all the modern conveniences in his home. In addition to this he owns the necessary equipment needed for a successful farming operation. Some of his machinery is owned jointly with an uncle and this helps to reduce cost. The farmer custom picks about one hundred acres of corn a year. Other additional custom work includes combining and hay baling. Most of his additional labor other than family consists of one family who shares one-half in five acres of tobacco. This share labor also works in other enterprises in the business as part of the income he receives from tobacco.

This farmer's cropping system has grown from thirty-four acres to over one hundred acres of crops produced a year. Tobacco acreage grown has increased from 3.6 acres to a total of 12.1 acres last year. His crop index in a two year period increased 30% and this includes the drought year of 1963. The greatest increase in yield has come

They have increased the use of practical examples oriented to the locality and nearly all of the school presentations have at least one portion wherein the farmers make various calculations and otherwise actively participate. They have learned that this procedure really stimulates interest and pertinent discussions. The farm management agents have been gradually becoming more flexible in their teaching activities and gaining self confidence has been one of the main reasons for this change.

The farm management agents agree, in light of work accomplished this past year, that each of them has been much more productive. They feel that their most serious shortcoming was a need for better and more advanced planning. They feel that, by having the same V. P. I. Farm Management Specialist meet with them while formulating material and presentations for farm management teaching, they could complete these jobs more efficiently.

In addition to the county farm management schools, the farm management agents have had one hundred seventy-two farmers, wives, lawyers, and tax counselors to attend and participate in the Farm Tax Schools this year. This has helped them to better understand the farmers' tax and should enable the Internal Revenue Service to receive about 3,177 improved farm tax returns.

In all, the farm management agents feel their work has been most fruitful and are proud of the accomplishments made this year, with the cooperation of specialists and county agents making it possible.

GENERAL APPRAISAL OF PAST YEAR:

The Extension farm management program in 1964 served to create a stronger awareness in this area of the importance that management has in the farm business. This increased interest was evident by the questions, comments, and actions taken by farmers in the district. Bankers, agricultural teachers, and other individuals in businesses connected with agriculture were active participants in certain phases of the program. The county agents in the district increased their interest and the farm management program at the county level progressed accordingly. The county agents have cooperated with the farm management agents and offered valuable assistance in planning and carrying out the 1964 program. As cooperation and understanding continues to improve, the programs will be even more effective and far reaching.

With one exception, all counties have now sponsored at least one Unit I Farm Management School, and some have sponsored the Unit II Farm Management School. Several counties have completed three such courses. In all, three hundred seventy-nine farmers in the district have completed three days of farm management training. These individuals will disperse much of their information and awareness to others in their neighborhoods who may not have been reached through schools, visits, radio, or any other means.

The year, 1964, saw a continued improvement in the planning, organizing, and teaching skills of the individual farm management agents. Changes were made in the teaching methods which made the same material easier to understand and more practical for the farmers.

OTHER FARM MANAGEMENT WORK:

The following progress report of work includes those items accomplished by the farm management agents and are not covered in the individual county annual narrative reports. This also includes parts which were not of the teamwork approach such as the County Farm Management Schools. The farm management agents are stationed in Amelia, Buckingham, Cumberland, and Lunenburg Counties, respectively, and most of the work was done in these four counties.

The farm management agents worked with individual farmers on many items pertaining to good management practices. Assistance was provided farmers on outlook information, economics of fertilization, budgeting of crops, livestock, machinery, selecting breeding animals, and many other aspects of good management of the farm business. About one hundred forty-two farmers were assisted with farm tax problems, and about one hundred eighty-six received assistance on calculating investment credit. Individual assistance was given in figuring least-cost rations and the determination of feed requirements needed to meet their livestock needs.

Assistance was provided county agents in a number of counties on farm management problems and assisting them in obtaining a solution to these problems.

offered the benefit of obtaining monthly newsletters pertaining to farm management that could be used for radio or publication in local newspapers.

The farm management agents did attend a training session in communication, and this training was most helpful in the preparation of radio talks, news articles, and visual aids.

REPORT ON PROJECT AREA

AGRICULTURAL PRODUCTION, MANAGEMENT, AND NATURAL
RESOURCE DEVELOPMENT

PHASE: Using Mass Media to Create Increased Awareness of the
Importance of Management in the Farm Business

The farm management agents' primary approach for reaching more farmers has been group teaching. Even with group teaching, a high percentage of the eligible audience has not been reached. Because of limited time and available personnel, other means must be employed to reach these persons. Properly used, mass media could be a real effective method. Successful use of the present methods has created an audience in this district, who, because of their training and special interest, would make good use of such material. It would also substitute in part for the lack of frequent "follow-up" visits.

The objective was to increase the use of mass media in the district for promoting interest in, and increasing knowledge of, good management.

The farm management agents used mass media during 1964 to promote farm management teaching in addition to the group teaching and individual farm and office visits. The scope of this area of work did not reach the potential anticipated because of the heavy load of work in areas more pressing and demanding than this area. About thirty-three ten-minute radio talks were made in the field of farm management and presented over local radio stations. Sixteen newspaper articles were prepared and published in the local newspaper. Four newsletters were prepared and mailed to farmers. Each article listed above was of a timely nature and would be of benefit to farmers in improving their business efficiency. County agents were

to the Professional Workers Council in Lunenburg County. These workers were extremely interested in this type of work and many questions were asked pertaining to this type of work.

Bankers, supply dealers, and vocational agriculture instructors attended several of the county farm management schools in the district. These representatives participated in the schools the same as farmers and completed the classroom work as well as the homework problems. They were extremely interested in the material and stated that it would be of value to them in their work.

The county agent-at-large, in cooperation with the Vocational Agriculture Department, conducted a night meeting with the Young Farmers Club in teaching them linear programming. The young farmers attending this school worked up the budgets and linear programmed a farm by the hand approximation method. The young farmers were very interested in this type of work and were amazed at the outcome. Their final results showed a considerable increase in net farm income over the present operation. The farmer, whose farm was used as a teaching tool in this school, plans to make changes in his business in line with the plan worked up.

REPORT ON PROJECT AREA

AGRICULTURAL PRODUCTION, MANAGEMENT, AND NATURAL
RESOURCE DEVELOPMENT

PHASE: Cooperating with Other Agencies and Individuals

The Extension farm management program, operating as it does, is relatively new and somewhat different from other phases of Extension work. For this reason, many individuals in business, other agencies, and organizations are not yet aware of the agents' capabilities and objectives in the Extension farm management educational program. If the program is to approach its potential, these persons outside Extension, who are key people in this industry of agriculture, must know what the farm management agents are doing and why.

The objectives of the farm management agents are to promote a better understanding of the Extension farm management program and create an increased awareness of the importance of good management in the farm business of today and tomorrow by persons not farming but who work with farmers.

A thirty-minute talk was developed on the Extension Farm Management Program in Virginia and county farm management agents in particular. This talk was presented to Ruritan Clubs in Charlotte and Mecklenburg Counties. Representation of club members were from various occupations and businesses and they were much impressed with the type of farm management work that is being carried on in Virginia by the Extension Service.

One forty-five minute talk was developed on the objectives, methods, and other aspects of the farm management program and presented

Emphasis was also placed this year on having the farmers code their own records. This enables the farmer to see that each item is coded correctly and to his wishes. When the farmer does not code his record, the Extension secretary many times cannot read the farmer's writing, and she is not always familiar with brand names, causing many items to be coded incorrectly. As a result of encouraging farmers to code their own records, about fifty percent of the records in East Central District are being coded by farmers.

The Extension secretaries are doing a good job in coding and processing the monthly mail-in record sheets. Three days were devoted to training the county agents in the new mail-in record program that will begin January 1, 1965. This new record program offers an opportunity for enterprise records to be kept on the regular monthly form. This should be of assistance to the farmer in obtaining more information about his business, so that he can make sounder management decisions.

assigned several counties as his responsibility for closing out and making the analyses of the 1953 records in cooperation with the respective county agent. The farm management agents made an analysis of the farmer's records in their assigned counties as soon as possible after the data was returned from V. P. I. The county agent made the arrangements and usually was present.

The farm business analysis was discussed with about one hundred fifty farmers on individual farms, office visits, or in group visits. During this discussion the farm management agent explained and interpreted the various analysis factors in light of the past history of the individual farm and in comparison with other similar type farms. Some county agents provided this type of analysis to the farmers themselves. Every effort was made to see that the farmer understood the data. Many budgets were worked to explore the alternatives for improvement. A new approach was attempted in those counties where a large number of farmers were in the record program on a group analysis basis. The purpose of this type new approach was to teach farmers how to interpret their analysis so they would become familiar in analyzing their records in order that adjustments could be made all during the year. Individual assistance was provided those farmers attending the meeting by request. Written reports of these analyses were made by the farm management agents with copies sent to the farmer and county agent concerned. Suggestions and recommendations were made to the farmers where adjustments were needed so their business efficiency could be improved. Time required for making the analyses averaged about one-half day per farm. This varied depending on the size of the operation and problems uncovered, of course.

REPORT ON PROJECT AREA

AGRICULTURAL PRODUCTION, MANAGEMENT, AND NATURAL
RESOURCE DEVELOPMENT

PHASE: V. P. I. Mail-in Farm Records

This district had approximately one hundred sixty-five farmers enrolled in the V. P. I. Mail-in Farm Record program during the year. These records served several basic purposes. They form a basis for the other farm management work, and furnish data for use in teaching farm management in the schools. The records furnish useful information to the farm management agents and the individual farmer. The records have been most useful to the farmer when making decisions regarding needed adjustments in the farm business. The records form a nucleus for educational work in farm management. They have been useful in training the agents in making analysis of the farm business, budgeting, and various other teaching activities.

The program objective was to maintain present enrollment and increase effectiveness of the mail-in records in terms of their value to the farm management agents and to the farmers participating.

The majority of the mail-in record participants in this district have completed more than one year in the program. Farm management agents assisted some of the county agents in setting up new records to replace drop-outs. A one-day training session was held by the farm management agents to train county agents in closing out the mail-in records. As a result of this meeting, the farm management agents closed out about fifty records and the county agents closed out about one hundred fifteen records. Each farm management agent was

The school was designed to provide farm record guidance for farmers who receive assistance from tax counselors, as well as for those who file their own return. It was pointed out to those attending the school that the information was not a substitute for legal service.

Topics chosen for the school were the ones which had been found to be the most troublesome to farmers and to those tax counselors who fill out farmers' returns. Those in attendance included farmers, wives, tax counselors, and lawyers.

The District Agent, County Agents, and specialists met with the farm management agents in selecting the topics and reviewing the content of material to be presented. In addition to this, they took time to criticize and revise presentations at several of the practice sessions. Five days were spent by the farm management agents in practice sessions. About ten additional days were spent by these agents in preparing and revising the material used in the schools. Topics covered in the school were as follows: methods of acquiring property and cost basis, allocation of cost or other basis, investment credit, recapture rule pertaining to investment credit, depreciation, capital gains, and selected items under miscellaneous such as preparatory cost, casualty losses or thefts, drought losses, involuntary conversion, easements and right-of-way, residence sale, government payments, and refunds.

The general appraisal of those persons attending the school was one of "Most helpful" to "Best information" school of this nature they had ever attended.

Those persons attending the school represented about 3,177 tax returns being filed in the district.

1964 Unit II Schools

<u>County</u>	<u>Number of Schools</u>	<u>Attendance</u>
Appomattox	1	11
Duckingham	1	18
Amelia	1	12
Charlotte	1	12
Lunenburg	1	9
Nottoway	1	7
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Totals	6	69

1964 Schools for New Farmers Only

Louisa	1	10
Amherst - Nelson	1	10
Fluvanna - Goochland	1	9
Albemarle	1	11

Farmer participation in working problems (including homework) was excellent and the amount of discussion increased as each session progressed. Every effort was made by the farm management agents to keep the program informal and flexible.

All farmers, who completed the three-day schools, filled out an evaluation sheet for use in future planning. Suggestions were made by them which will be helpful in developing future schools. The farmers' comments were favorable and they expressed their gratitude for the opportunity to attend a school of this type. From the evaluation by farmers, themselves, the schools were successful and of aid to them in their business.

Other work accomplished under this phase, but not included in the plan of work, was the one day Farm Income Tax School workshops conducted in fifteen counties in the district. One hundred seventy-two farmers and business people attended these schools in the various counties.

County farm management schools were conducted in addition to the "Unit II" advanced schools. These schools included new farmers who had not previously attended a county farm management school. These schools were conducted this year in Amherst, Nelson, Fluvanna, Goochland, Albemarle, and Louisa Counties, respectively. Forty farmers completed this three-day farm management training school.

A total of one hundred fourteen farmers attended farm management schools in the district this year.

The farm management agents worked about twenty days together in planning, revising, and practicing farm management school material. Part of this time was spent to up-date, re-organize, and supplement the topics to be covered. Additional work was required of each farm management agent in addition to the time spent working together to complete the work so effective schools could be held.

Planning work during 1964 was done by the farm management agents under the supervision and direction of the district agent. The district agent, VPI farm management specialist, production area specialist, and the county agents helped to formulate the program for the schools. These co-workers also met with the farm management agents to review content of the material to be used in the schools. They took time to criticize and revise presentations at several of the sessions.

The county agents made arrangements, secured students and assisted with presenting the programs in their respective counties. Below are listed the counties and attendance figures for schools completed in 1964. The attendance figure is the average attendance during the three days in each county.

East Central District-Farm Management

REPORT ON PROJECT AREA

AGRICULTURAL PRODUCTION, MANAGEMENT, AND NATURAL
RESOURCE DEVELOPMENT

PHASE: County Farm Management Schools - 1964

The relatively large area covered by the sixteen counties in this district and the limited time and personnel available are two of the primary reasons that make group teaching a practical solution for carrying out an effective farm management educational program. The first attempt at teaching farm management topics to selected farmers in organized schools in this state was successfully carried out in 1962 in this district. The following year this method received more emphasis and over two hundred seventy farmers in the district had attended farm management schools at the end of 1963. Due to the effectiveness of the schools, there was a demand from farmers for "more of the same" and many of those farmers who attended the first schools wanted to come back to "advanced schools."

The program objective was to plan, organize, and conduct farm management schools in selected counties as requested by the county agent.

County Farm Management "Unit II" (or advanced) Schools were conducted this year in Appomattox, Amelia, Buckingham, Nottoway, Charlotte, and Lunenburg Counties, respectively. Sixty-five farmers completed this additional three days of farm management training. Enrollment was limited to farmers who had previously completed the "Unit I" schools. Due to this limitation, plus rather disagreeable weather during the months of January and February, total attendance was below the level desired.

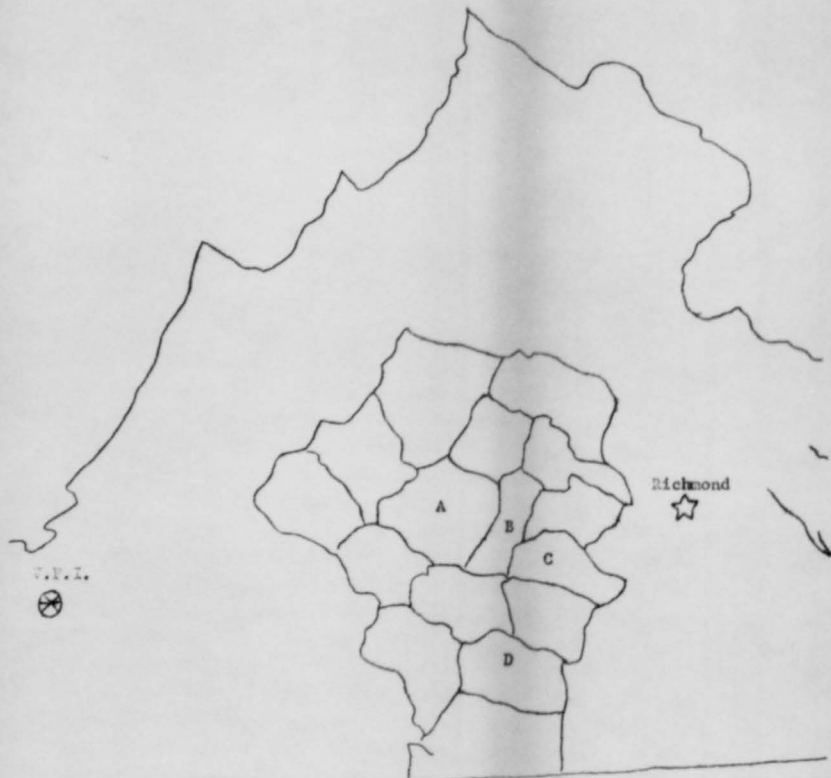
INTRODUCTION

The cover page shows the general outline of the District and its geographical location in Virginia. A County Agent-at-Large and three Assistant County Agents are doing Farm Management work in this sixteen county area. These four agents operate as a team in certain phases of work such as planning and teaching county Farm Management Schools. Other phases of work are carried out by dividing the district and assigning each Farm Management Agent responsibility for several counties. Making the analysis of the V. P. I. mail-in farm records is accomplished by using this approach.

This is a combined report for all four of the Farm Management Agents. Without the cooperation of each County Agent and the support and supervision of the District Agent, very few of the results reported herewith would have been possible.

ANNUAL NARRATIVE REPORT 1964

FARM MANAGEMENT EAST CENTRAL DISTRICT



FARM MANAGEMENT AGENTS

TITLE

LOCATION

A. James A. Eolen	County Agent-at-Large	Buckingham (Jan. 1 - Oct. 31)
B. Dean P. Agee	Asst. County Agent	Cumberland (Part-time $\frac{1}{2}$)
C. Ike E. Wilson	Asst. County Agent	Amelia
D. Sam E. Waddell	Asst. County Agent	Lunenburg