The F.F.A. Looks Ahead

TWENTY-TWO years ago this month the F.F.A. was organized at the site of its 1946 Convention, Kansas City, Missouri, its existence made official by 332 members. This year, we celebrate the 25th anniversary of that important date in the history of agriculture.

Every person engaged in vocational agriculture in any capacity has an important part of his duties the job of supervision. The F.F.A. has made the boy's activity program, which includes his productive enterprises, improvement projects, shop program, leadership training, and cooperative work. The agricultural teacher also must supervise the farming program of every class. The supervisor is called on to supervise the activities of teachers of vocational agriculture.

The job of supervision is to take the one that is receiving the supervision where he is and work with him on the problems that he has, in order to help him improve and to turn out a better finished product. New enterprises and activities are added as programs are made. As the boy broadens his programs, the teacher must broaden and extend his own supervisory activities. A building contractor starts his supervision program with the foundation. His job at first is to supervise unfinished labor in laying concrete foundations. As the building progresses, skilled labor is required and thus the need for skilled supervision. The same is true in the FFA program once the boy begins to think of his program in the light of the plan. The planning picture is not easy to grasp. It is not until the boy begins to think of his program in the light of the plan that the real work of supervision begins. The print of the hammerhead print left on the mast is ungraspable. Therefore, the building supervisor must be able to help his carpenters in this special skilled work.

Boys with small activity programs studying vocational agriculture, farms with limited farm programs, and teachers with narrow programs may be supervised in an unskilled way without doing damage. Most any supervision will help these individuals. But as the boy's activity programs broaden, as the farmers' farming programs increase in scope and kind, as the teachers' instructional programs broaden, the supervisor becomes more skilled.

There are more activities involved, more problems to deal with, so that the resources of the supervisor must increase.

Supervision is not a job to be taken lightly. It does not and cannot grow from the top down. The supervisor cannot carry the teacher and community vocational program. The teacher cannot carry the boy's activity program, nor to the farmer's farming program, nor to the boy's development program, nor to the farmer's farming program, nor to the farm's production program. The teacher cannot develop the program, the teacher cannot develop the production program, the program of the agricultural program. The teacher can supervise them and help them do a better job. In this way the teacher's program broadens and he needs help, so the supervisor can help him with his expanded program. As the supervisor helps the teacher do his work more efficiently, it makes it possible for the teacher to do more work. As the teacher helps the farmer manage his farming program more efficiently, the farmer can manage his farming program more efficiently, the farmer can manage his farming program more efficiently. The teacher in his program contributes to the boy's and the farmer's program, and the supervision contributes to the boy's program, and the supervision contributes to the farmer's program, and the supervision contributes to the farmer's program, and the supervision contributes to the farmer's program, and the supervision contributes to the farmer's program.

The main growth in the program is reflected thus the boy and the farmer to the community.

H. J. G. Chappell, Minn.

F.F.A. Convention Number

The picture used on the cover page was submitted by Neil Johnston, the first and only adviser of the Brookside Chapter at Clarinda, Iowa. The convention scene used in the center spread was made possible through the courtesy of the national organization of the Future Farmers of America. The editors have had some response to their request for pictures to be used on the cover and for pictures to illustrate to be used in the center. For any worthwhile pictures to be used in the center and for worthwhile pictures to be used in the center, these pictures will be credited to the source and returned after the cuts have been made.
PROPER publicity for a good program of vocational agriculture is of the utmost importance. It means the difference between a program that is merely accepted by the community and one that receives the full benefit of active support from all of its members. Obtaining that publicity is a direct responsibility of the advisor. No one else can do the job for him.

My job is that of the Oklahoma Association's Publicity Committee, and as such I urge the Farmers of the state to use newspapers, radio, and television to carry the message of our program.

At state fairs, livestock shows, 4-H events, and other F.A.A. activities, it is essential that maximum publicity be sought. Publicity is an essential part of any successful program.

But it is not possible to handle more than one or two events at a time in this busy state. The duty of publicizing these events must be assigned to a few local vocational instructors. How can they do this effectively? The answer is simple: use the newspapers, radio, and television.

The average instructor of vocational agriculture is not as familiar with these media as he should be. He needs to learn how to use newspapers and radio to their best advantage.

The average instructor of vocational agriculture is not as familiar with these media as he should be. He needs to learn how to use newspapers and radio to their best advantage.

The following tips will help him:

1. **Timing is Everything**
   - Publicity is most effective when it is used before an event.
   - Make sure that the media are aware of the event at least a week before it takes place.

2. **Contact the Media**
   - Send a press release to the newspapers, radio, and television two weeks before the event.
   - Follow up with a phone call to ensure that the media have received the release.

3. **Use Local Newspapers**
   - Local newspapers are the best source of information for most events.
   - Send a copy of the release to every newspaper in the area at least a week before the event.

4. **Use Radio and Television**
   - Contact the local radio stations and television networks at least two weeks before the event.
   - Send a copy of the release to the media.

5. **Follow Up**
   - Call the media after the event to see if they have used the release.
   - Send a follow-up release to the media two days after the event.

By following these tips, the instructor can ensure that the maximum amount of publicity is generated for his program.

**The Result**

Publicity is an essential part of any successful program. By following these tips, the instructor can ensure that the maximum amount of publicity is generated for his program.

**Conclusion**

Publicity is an essential part of any successful program. By following these tips, the instructor can ensure that the maximum amount of publicity is generated for his program.
Leadership Training for F. A. Chapter Officers

RUSSELL B. DICKERSON, Teacher Education, Pennsylvania State College

If a chapter of Farm Bureaus in America is to function effectively, there must be a program of leadership training for chapter officers and advisors. The existence of such a program of leadership training in Pennsylvania was long overdue. From the officers and advisors of the local chapters in the officer and advisor groups to the general council of the state association, there was a need for such a program.

This year, the annual convention of the Pennsylvania Association of Future Farmers and Teachers of Agriculture and 1944, approximately 2,000 officers of local F. A. chapters throughout the state, met to conduct the instructional program in leadership.

Following the sixteenth convention of the Pennsylvania Association, State Advisor Mr. R. B. Dickerson, formed a committee to plan and conduct a leadership training school for 1944-1945. Officers were developed and plans were made to instruct the local advisors and officers in the need for leadership training and to prepare the state officers for the fifteenth and sixteenth conventions of the state association.

In addition, the state officers were to be prepared to lead local chapter meetings at a time when they could arrange to visit them during the year.

Training Schools Started in 1944

The first, state, leadership-training schools were held on the campus of the Pennsylvania State College, August 23, 24, 25, 1944. In addition to the officers of the state association, the state included the members of the leadership-training committee, the chairman of the state P. A. F. A. advisory council, and visiting F. A. officers and members from nearby chapters. Instructed in the school were advisors and members of the leadership-training school committee and the advisory group.

During the training school, the advisors were given a new state leadership program which included a follow-up of the previous years' leadership training program. The program was continued, following a program of participatory experiences in the several phases of leadership training as follows: (1) increasing their knowledge of the Future Farmers of America, (2) understanding the national organization, (3) the state association, (4) the local chapter, (5) teaching and advising, (6) planning common parliamentary procedures; (7) planning and writing, (8) carrying out the leadership programs of the chapter, (9) working in committees, (10) performing duties and responsibilities of chapter officers; and (11) improving F. A. public relations through the training school, through the activities of the chapter, and through the outdoor leadership training program.

The instruction to each of these phases of leadership training was achieved by success in individual participation; group discussion, committee work, and the actual writing and assignment of reports on the F. A. chapter and by individual work. The program for the school included a workshop procedure with everyone contributing to and with a minimum of individual officers participating.

In January, 1945, the state officers were brought together again for two days of instruction specifically to prepare them for conducting the seventh annual convention of the Pennsylvania F. A. During this seminar the officers were assisted in preparing for the conventions. It was set up the convention meeting room and assigned for use by the committees of the meeting. They were rehearsed in the ceremonial and duties and important work and in parliamentary procedure which related specifically to the conduct of the convention. In each, officer was assisted in writing committee reports and the president with his closing address. Considerable time was devoted to the planning of the program as well as the ceremonies for the degrees of Key Stone Farmer and Honorary Keystone Farmer and for installation of officers.

State-wide program

New Have State-wide program

During the seventh convention the delegates approved the establishment of a state-wide leadership-training program which has been carried out only with the exception of a few minutes due to travel restrictions. Briefly, the plan was to follow the continuation of the leadership training in each school the year for state and local advisors to work in the way for the area leadership training school. The school is held in each of 35 areas in Pennsylvania. Officers of local chapters in each of the areas as well as the county (or bi-county) chapters were to be included in the program of instruction. To date, in 1946, there are 19 chapters of the state officers (1944, 1945, 1946) 33 of the 35 areas have held one or more leadership training schools for chapter officers. The instruction received in these schools has been taken back to local chapters and put into practice with the results of the leadership training program adopted by the convention.

**Officers instructed**

Since 1944, therefore, more than 2,000 F. A. officers in 65 of the 70 counties in Pennsylvania have received systematic instruction in leadership training. The remaining two counties have been added and are making plans for their leadership-training schools during the summer and fall. Needless to say, the teachers of agriculture, or chapter advisors, have benefited immeasurably from the instructional program.

In each of the area chapters the advisors have accomplished the following: the school and they have served as instructors during the several phases of the leaders of the area schools and degree structures have been formed among local advisors and advisors, including advisors of other groups, and teachers of agriculture, or chapter advisors, have benefited from attending the school.

In the court of the area schools is illustrated hereafter.

Eight chapters were represented at the Cumberland-Perry area with an approximate attendance of 80. Included were five officers from each of these chapters, advisors, the chapter advisor, and guests.

Benefits From Training Schools

In doing, it is to mention that the leadership-training schools in Pennsylvania have been a source of great satisfaction to all concerned and interested in the work of the F. A. Boys and teachers have received and are continually being participated in the program of instructions. School officials, including local chapter advisors and county supervisors of agriculture, superintendents, teachers, and advisors of academic subjects who have been the F. A. boys in areas, both in the summer and during the following leadership training schools have all been generically in their areas of responsibility and the effect upon the boys. It is a result of the difference between training in F. A. leadership and the lack of interest in this field of work that determines the ability of the F. A. chapter, the F. A. interest and enthusiasm of members and advisors of the F. A. and the great satisfaction for structure of the program.

It is the leadership-training program which will be most manifest in the local chapters where the boys have been trained and in the leadership training program.

The Kansas City Municipal Auditorium was used as official headquarters and housing for the F. A. national convention for the first time in 1937.

The one hundred pound band of the Pennsylvania F. A. has been designated as one of the official musical units at the National Victory Convention.

The Agricultural Education Magazine, October, 1946
Building a Chapter Program of Work

JOHN WEBB, Teacher, Albany, Oregon

The formulation of a sound program of work for an F.F.A. chapter includes five general considerations: a supervised farm program, cooperative activities, agricultural, family, and community service, and with all agencies in the community, and with the cooperation of the leaders and disappointments among members. The program of work should be started, with the forming program of worthwhile Future Farmer projects. To have the full confidence and understanding of all boys, and instructor, must acquire a complete knowledge of the home-economics field. This should be obtained before the beginning students enter high school. For project ideas which can be made the basis of the program, during which he can make studies and help plan improvement projects and methods of increasing the income on the farm. This will necessitate a thorough knowledge of the latter agricultural developments and developments in the community and region.

A good or a good program for each beginning student for his complete high school career. The following is an example of a program for a boy in a three year department, with the student's home situation taken into consideration:

## Activity I

### Activity Committee
- M. Kunz
- R. Noel
- R. Stuart

#### Ways and Means
- Follow county recommendations
- Use better store and collar

#### Activity Goals
- Increase number of dairy projects over previous year
- Increase average production and market lots 20 pounds over previous year
- Keep all good breeding bulls
- Increase calf chains by one each year
- Buy calf from one or two those who own above small herds of production

#### Activity Jobs
- Have 100 percent of the members with dairy projects
- Charge 4 cents a test to cover expenses and break even
- Furnish similar stock shows and entries for each member in which to keep records
- Make any outstanding required with members making the numbered tests
- Each plan to spend 3 days visiting projects at other boys

#### Activity Meetings
- Have a project in the dairy planning before school close and again in the summer

#### Activity Goals
- 95 percent of the members follow practices common in their community or by the step college
- Each member to average at least 100 per cent in attendance
- 95 percent of the members have membership in the chapter
- 95 percent of the beginning members to have membership in the chapter
- 95 percent of the members to have membership in the chapter projects

### Activity II

#### Activity Committee
- M. Kunz
- R. Noel
- R. Stuart

#### Ways and Means
- Get help on all purchased materials
- Buy help on all purchased materials
- Sell at least 15 head of meat cattle
- Sell at least 15 head of meat cattle
- Sell at least 15 head of meat cattle

#### Activity Goals
- Sell at least 15 head of meat cattle
- Sell at least 15 head of meat cattle
- Sell at least 15 head of meat cattle

#### Activity Goals
- Each member required to give a 3 minute talk each month on some project and to answer questions
- Wining grants will be used on various programs
- Each member required to write 5 minutes on problems facing the farmer today

### Activity III

#### Activity Committee
- J. Smith
- D. Phair
- V. Scott

#### Ways and Means
- $1.00 participation in local chapter activities
- Winner of local contest to compete in district
- $100.00 in grants of farm and estate organizations
- 100 percent of the members must be on the list of the chapter
- 100 percent of the members must be on the list of the chapter

#### Activity Goals
- Each member required to give a 3 minute talk each month on some project and to answer questions
- Wining grants will be used on various programs
- Each member required to write 5 minutes on problems facing the farmer today

### Activity IV

#### Activity Committee
- J. Smith
- D. Phair
- V. Scott

#### Ways and Means
- $1.00 participation in local chapter activities
- Winner of local contest to compete in district
- $100.00 in grants of farm and estate organizations
- 100 percent of the members must be on the list of the chapter
- 100 percent of the members must be on the list of the chapter

#### Activity Goals
- Each member required to give a 3 minute talk each month on some project and to answer questions
- Wining grants will be used on various programs
- Each member required to write 5 minutes on problems facing the farmer today

### Activity V

#### Activity Committee
- J. Smith
- D. Phair
- V. Scott

#### Ways and Means
- $1.00 participation in local chapter activities
- Winner of local contest to compete in district
- $100.00 in grants of farm and estate organizations
- 100 percent of the members must be on the list of the chapter
- 100 percent of the members must be on the list of the chapter

#### Activity Goals
- Each member required to give a 3 minute talk each month on some project and to answer questions
- Wining grants will be used on various programs
- Each member required to write 5 minutes on problems facing the farmer today

### Activity Meetings
- Have at least 12 well planned meetings
- Have at least 5 meeting every other week
- Average at least 10 percent of the members at all meetings
- Have all officers know their duties
- Select new set of officers and fill in the absence of regulars
- Announce known speakers will be asked to talk

### Activity Goals
- A weekly schedule will be made at the beginning of the year
- Have meetings interesting and have at least 5 meetings forward to attending
- All officers know their duties
- Select new set of officers and fill in the absence of regulars
- Announce known speakers will be asked to talk

### Summary

In keeping with the committee type of program of work, these boys have been appointed by the F.F.A. chapter to serve on six or more committees and to have one representative on each committee if the meeting program of work similar to the one shown in Activity II.

Leadership is developed in the program of work by having each member of the chapter serve on one or more committees. In planning the programs, the committee is advisable to put a member of each class on each of the committees if the meeting program is planned. This will ensure that all members can be scheduled properly. This serves as a means of keeping the chapter as a whole in the activities and planning on the program. Leadership can be strengthened in the program of work by close cooperation with the local and state chapter activities and the chapter program. A summary of the program for the public-speaking committee is given.

The chapter's program of work should always be based on the needs of the local community. A department in a community will find it much easier to fulfill its goals. The awarding of honorary chapter degrees or special recognition to the community when needed. A major summary program is shown in Activity IV.

In carrying out its community service project, one F.F.A. chapter constructed a chicken house for a needy family.

It would be impossible to think that meetings, conferences, and committee activities are not important in the program of work. They are very much so, but will receive the full plan if the basic program is strong. Well-planned meetings are a great asset to any organization. A typical outline of the work in the meeting's committee is indicated in Activity V.

### Subscriptions

In keeping with the expectation of the program of work, the editing manage board is anxious to extend the resources of the magazine. New teachers, special instructors of reading classes, and college students majoring in agriculture education represent the major sources for additional subscriptions. The regular rate is $1.00 per year, and the special rate for college students is $60 for three months.
Victory Convention

Our National Organization
J. Glyndon Staff, President
Future Farmers of America

The first nationwide program of vocational agriculture was provided for by Congress in 1917. Soon thereafter, boys wanting this program felt a need for a national organization, which would emphasize leadership, patriotism, service, cooperation, and community participation. Therefore a national organization of boys studying vocational agriculture known as the Future Farmers of America was organized in 1928. Since that time the F.F.A. has become an integral part of the public-school system.

The F.F.A. is for boys from 14 to 21 years of age and local chapters throughout the United States, Hawaii, and Puerto Rico. Boys officers are elected annually by their fellow members to carry on the business of the organization. Each chapter has its own boys officers, the organization is governed through the boys themselves. State supervisors of agricultural education are the advisors to the state associations and give them guidance when requested to do so. Forty-nine state associations including Hawaii and Puerto Rico make up the national organization which in turn elects its own boys officers and has as its advisor the Chief of the Agricultural Education Service of the U. S. Office of Education.

In 1945 the F.F.A. had 6,000 local chapters with a total membership of 194,745. With membership cut down somewhat during the war, the program was again expanding and the total is expected soon to reach the 250,000 mark.

As boys progress thru the F.F.A. they realize more and more the great opportunities that are available. They learn the cooperative way to get along with and work with others, how to be leaders, how to plan and execute projects. As boys officers they learn and practice leadership in the community as well as in the organization; they want to be of service whenever called upon; they practice thrift and save for the future; they develop patriotism and good citizenship practices; striving in the school, churches, and civic organization of their communities.

A Future Farmer looks ahead to the time he can become successful, either in farming for himself. He can fully realize that over 1,200,000 of his fellow members ahead of him have benefited from the program of vocational agriculture and the Future Farmers of America.

Membership in the F.F.A. has passed the 100,000 mark according to a report issued recently by the F.F.A. Bureau of Research.

Future Farmers of America

Plans for National Convention
WILLIAM J. HUFF, Director of Public Relations and Information, F.F.A.

MORE than 15,000 farm boys from every state in the union, Puerto Rico and Hawaii will gather at Kansas City, Missouri, October 23-34 for the Conference of the Future Farmers of America.

Held annually at the time of the Royal American Livestock Show, the convention this year will feature the largest attendance in the 20-year history of the organization and will honor the more than 4,000 members and past members of the F.F.A. who lost their lives in the war.

The 200,000 farm boys studying vocational agriculture in the nation's high schools, who make up the membership of the F.F.A., have invited President Harry S. Truman to attend their convention. Also present will be many leaders from the fields of agriculture, industry, and government who are active in the program of vocational agriculture.

With convention attendance held to a minimum during the war years, delegates to the October gathering will review the wartime accomplishments of the F.F.A. and plan a program of work for the coming year.

Highlights of the meeting will include the public speaking contest, in which a national winner will be chosen from among four regional entries, the presentation of American Farmer Degrees, conferred upon the outstanding boys in the field of agriculture during the past year, and the designation of the Four American Farmers, three young and one senior farmer in the country. A number of state leaders in the field of vocational agriculture will be awarded the Honorary American Farmer Degree.

Convention delegates will also pay tribute to the purposes of the Future Farmers of America Foundation, through whose contributions take an active part in the program of vocational agriculture throughout the country. Seventeen commercial organizations have given over $100,000 this year to be used for canteen service and prizes.

With F.F.A. bands from Pennsylvania and Utah, the Mississippi F.F.A. string band, and F.F.A. choirs from Wisconsin, an orchestra from Hawaii and a rumba band from Puerto Rico, the entertainment program for the convention is the most extensive ever planned. Many local chapters and state associations will be represented on the talent line program and in the Victory Pageant.

The closing session of the convention will feature the election of new officers, who will conduct the affairs of the national organization during the coming year, and the annual dinner given by the Kansas City Chamber of Commerce in recognition of the leading role of F.F.A. holds in the nation's agriculture.

The Agricultural Education Magazine October, 1946

Bouquet music for the convention is provided by the state associations. The Utah F.B.M. Veterans will be one of the many musical organizations providing entertainment at the Victory Convention
How We Conduct
T. F. A. Meetings
H. D. GARVER, Teacher, Montana, Kansas

When "Contacting Mechanics Chapter" was written into the score card of the sectional Chap- ter Contest it was done for a distinct purpose. No doubt, those who were responsible for setting such an incentive for evaluating local programs of work forego a local point for all chapters attending. We must in line with the traditional American way of doing things. The object is a laudable one. In reality, a "banquet" wherein each participant can make a study of the affairs of the community. It is also a chance for the entire group to get a better insight into the activities of others.

William J. Hult
Appointed as Director for F.F.A.

The Program of Agricultural Education at Los Banos, California
W. S. SUTHERLAND

This year West Side Union High School at Los Banos, California, takes pride in the fact that it does not stop its agricultural program. As a matter of fact, its F.F.A. members have won the school an outstanding achievement in the form of a June 18 of the 51 head of cattle sold at a recent auction at Holstein dis- playing the best meat. Mr. H. D. Garver, the principal, is the school's Holstein breeder and the program was discussed in the Sectional Holstein Show held in the Los Banos Futurist Club Chapter in California.

Professional
S. S. SUTHERLAND

The Los Banos Future Farmer Chapter (F.F.A.) was founded in 1949. The chapter has an outstanding achievement in the form of a Los Banos Futurist Club Chapter in California.

4. Cooperating with the extension service in helping the local 4-H Club by serving as leaders. 8. Sold over $4,000 worth of meat at the 1952 4-H Club Auction held in the Los Banos Futurist Club.

5. Carried on a meat processing program for the 1952 4-H Club. 9. Sold over $4,000 worth of meat at the 1953 4-H Club Auction held in the Los Banos Futurist Club.

6. Conducted a meat processing program for the 1953 4-H Club. 10. Sold over $4,000 worth of meat at the 1954 4-H Club Auction held in the Los Banos Futurist Club.

7. Conducted a meat processing program for the 1954 4-H Club. 11. Sold over $4,000 worth of meat at the 1955 4-H Club Auction held in the Los Banos Futurist Club.

12. Conducted a meat processing program for the 1955 4-H Club.

The Program of Agricultural Education at Los Banos, California
HOWARD F. CHAPPELL, Regional Supervisor, Los Banos, California

The Program of Agricultural Education at Los Banos, California has been an outstanding achievement in the form of a Los Banos Futurist Club Chapter in California.

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During the 1950s, a small group of farmers and educators began to address the issue of agricultural education. The emphasis was on teaching the students about the importance of agriculture and its role in developing a well-rounded education. The teachers and students worked together to plan and carry out a variety of projects that would help students understand the importance of agriculture.

One of the key projects was the "Agricultural Education Project," which involved teaching students about the importance of agriculture. The project was led by H.M. Byram, a teacher at the Michigan State College in East Lansing, Michigan. Byram believed that agriculture education was crucial for the future of the country, and he worked hard to ensure that his students understood the importance of agriculture.

In addition to teaching students about agriculture, Byram also emphasized the importance of learning new skills. He believed that students should be encouraged to try new things and develop new skills, and he provided opportunities for his students to do so. He also encouraged them to think critically and to be creative.

One of the most successful projects that Byram led was the "Agricultural Project," which involved teaching students about the importance of agriculture. The project was successful because it provided students with hands-on experience and gave them the opportunity to learn from real-world situations.

Overall, Byram's work in agricultural education was groundbreaking. He helped to establish the importance of teaching agriculture and new skills, and his efforts continue to influence the field of education today.

The "Agricultural Education Project" was a great success, and it helped to establish the importance of teaching agriculture and new skills. Byram's work continues to influence the field of education today, and his legacy lives on through the achievements of his students and the contributions they have made to society.
Research in Agricultural Engineering

ARTHUR W. TURNER, Assistant Chief of the Agricultural Engineering Research, U.S. Department of Agriculture

The objectives of agricultural engineering are to improve the efficiency of the equipment and to provide conditions which are healthy and safe for the operator. These objectives are to be achieved by research on the development of new equipment and the improvement of existing equipment.

Farm Mechanization

The work in agricultural engineering research is concerned with the development of new equipment and the improvement of existing equipment. The objective is to improve the efficiency of the equipment and to provide conditions which are healthy and safe for the operator.

Fertilizer-Placement Studies

The primary objective of the fertilizer-placement studies is to determine the optimum placement of fertilizer. The results of these studies show that the placement of fertilizer on the soil surface is more effective than the placement of fertilizer in furrows or between rows. The placement of fertilizer on the soil surface results in a higher yield of crops and a lower cost of production.

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