

## NORFOLK SOUTHERN FARMS - THEIR POLICY

The Norfolk Southern Farms Tract -- some 45 000 acres -- located in the Dismal Swamp of North Carolina in Washington and Beaufort Counties is to be managed under the cooperative ideas of such far-sighted policy. Clearing and drainage of the land is to be done by the company. Farmers from the north are to be sought as settlers and their success upon the land is to be insured as far as any possible help of the company can guarantee it. To that end the following practices are to be observed:

1. Long time payment plan.
2. Breeding stock furnished at cost.
3. Demonstration farm conducted.
4. Information bureau maintained.
5. Cooperative market facilities undertaken.

To the farmer with limited capital, a short-time payment plan is a night-mare. To meet large payments on a farm, often necessitates an insufficient investment in machinery, stock, fertilizers, or other essentials to most successful

farming. To the company assured of the intrinsic worth of the land, the payment of fair interest rather than part of the capital should be entirely satisfactory.

On some 1200 acres of the tract, there is to be conducted a demonstration and cooperative farm on which seeds and breeding stock will be raised to be sold to the farmers at nominal prices. It requires no argument to prove the value of good breeding stock and good seed. Such factors are essential to success. Since the South is comparatively destitute of good live-stock and importation from the North is both expensive and laborious, it is entirely rational on such a large tract to raise the breeding animals.

Individual farmers are too fully occupied with the regular routine of farmwork and management to be able, comprehensively, to conduct experiments purposing the determination of best crops and methods. A demonstration farm has already been established on this tract. Here experiments will be made, best methods in the treatment of soil, crops and live-

stock developed and the information given to the farmers.

Opinions are of little value unless backed by facts.

Experiments too, are of little value unless all factors influencing the experience are known.

Experiments are experiences in which all factors are eliminated except those to be determined.

It is only by scientific experiments that general truths may be deduced.

Too little has been done in agricultural experiments to justify the management of such a farming corporation as this without an investigating department. It does not seem at all improbable that such an investigation corps could be kept in cooperation with the State Agricultural College and Experiment Station. Just as the steel corporation has its analytical laboratories and the packing plants their chemists, so this farm should be equipped with an experimental force. Object lessons in farming would educate the farmers of the tract more rapidly than any other means.

The problem presented in such an enterprise is not alone one of production but just as

seriously one of marketing. Cooperative marketing is to be undertaken. The following advantages will be gained:

1. Large quantity sales.
2. Minimum expense of handling.
3. Definite schedule of supply.
4. Continuous supply.
5. Best prices.

On such a large tract of land all the advantages of producing and marketing an article in large quantities will be realized. Diversification, while a laudable practice, can easily be carried to the point of inefficiency. While there is very little excuse for the one-crop system so generally practiced in the South, after a farm is as self-sustaining as soil and climate will permit, the surplus crops of whatever nature to be marketed should be confined to a minimum number for efficient results. On this farm the main efforts will be directed to producing hogs and corn.

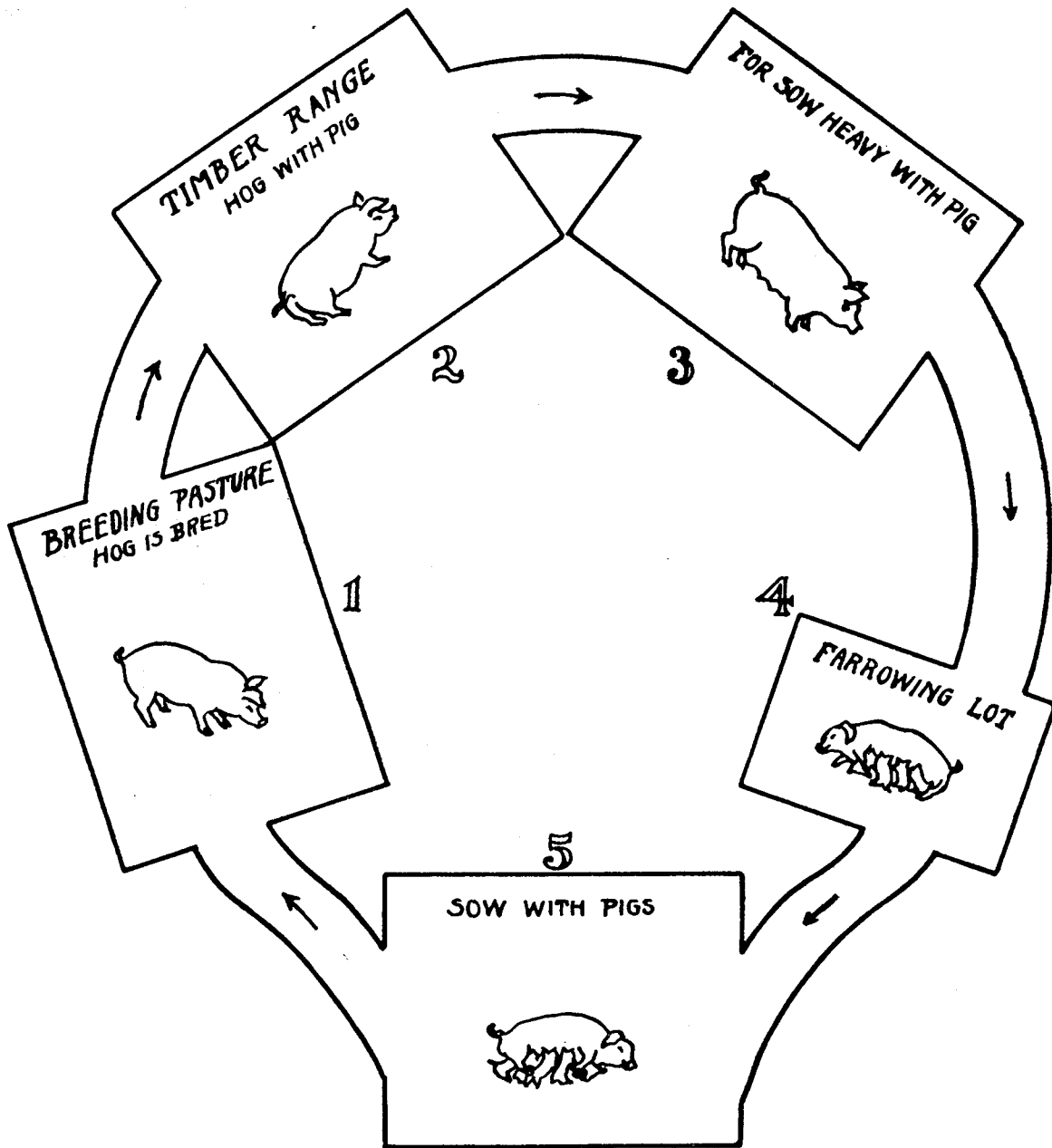
Efficiency in a large measure rests in standardizing processes; in so systematizing an opera-

tion or several operations that the same channels are always traversed in the production of the same finished material. Such standardization necessarily results in ease of operation with a corresponding minimum of expense. It is to this end that farming on a large scale may be developed just as surely as industries have already been so developed.

In the breeding, raising, finishing of hogs on this farm, a system may well be worked out. Making an arbitrary beginning in a cycle, we may consider the process starting with the brood sow. As the first unit of a four-unit breeding system, there is the breeding pasture in which the sow is bred. From this field she is transferred to a timber range which is divided into four rotated fields. These fields will be so planted as to furnish as continuous pasture as possible. When the sow becomes heavy with pig, she is again transferred to a field close to another five-unit fattening system. Here she may be more closely watched and more carefully fed, for a sow should be well taken care of at

this important stage. When close to farrowing time (easily determined by the experienced hog man) she is confined to a quarter-acre farrowing lot where the breeder may give her any assistance necessary to pigging. Until the pigs are two weeks old, the sow and her litter remain in this lot under the careful watch of the herdsman who will properly feed the new mother and watch out for the new born pigs. After the pigs are two weeks old, they with the sow, are transferred to the Growing or Fattening System. This system consists of five fields or units; an eight-acre permanent pasture and four rotated fields which will provide as nearly as possible a continuous pasture. Here mother and pigs are kept until the young ones reach the age of twelve weeks and are mature enough to leave the mother.

Instead of leaving home, however, the pigs are kept in this system and the mother removed. The sow is taken to the first breeding pasture to resume her place in the cycle she has just completed and the pigs go their way through the growing and fatten-



SAME AS #5 ABOVE ENLARGED

| PERMANENT PASTURE |               |          |                          |
|-------------------|---------------|----------|--------------------------|
| WINTER<br>Rye     | WINTER<br>Rye | COW PEAS | CORN<br>AND<br>Soy Beans |

ing period to market. So we might represent the Breeding System by a circle in which the brood sow travels from Breeding Pasture to

Timber Range to

Field near Herdsman to

Farrowing Lot

and the Growing and Fattening Systems running at a tangent to the circle in which the pigs travel from youth to market.

Such a system is entirely practicable and will result more satisfactorily in every way than the hit-or-miss methods usually employed. To how small a farm this system may be applied will be a matter to be worked out on the ground.

Under such a system there should be a definite and continuous supply of hogs for market. It should be entirely possible to predict with reasonable accuracy when and how many hogs would be ready for market on a certain date.

Just here arises the possibility of one of the greatest opportunities of such a cooperative undertaking. Where it would be obviously impossible for the individual small farmer to have an adequate

outlook over market conditions where so vast a divergence and such rapid changes prevail, it would be entirely practicable for a large cooperative undertaking such as this to employ the services of a market expert. This man would fulfill for the farmers a service identical with that accorded produce-growers of the United States by the National Department of Agriculture in its newly organized Bureau of Markets which with painstaking care follows the daily ebb and flow of supply and demand in all the great consuming centers and acquaints the small grower with the market to which he can most advantageously ship his product.

This man, too, might occupy the position of the traffic expert now an essential part of every industrial organization, in advising as to the most favorable routings and ratings in the shipment of stock.

That best prices will be obtained under such a cooperative system is a self-evident fact. Becoming a dependable source of supply, a large

source, and a responsible source, such a farming corporation will unquestionably obtain best quotations.

### ORGANIZATION

The successful conduct of any large business requires an organization. In such an undertaking there must be a division of both authority and responsibility. Leaving the customary idea on the farm for the owner to assume all responsibility from feeding the cattle to buying the tractor, it will be necessary to make this undertaking departmental. On such a large scale of operation this may be very advantageously done. The diagram appended herewith will illustrate the interdependence of the various departments and their chiefs.

For General Superintendent, a successful business man rather than a farmer, is suggested. Such a man would be primarily an organizer and an influence for enthusiasm.