

**agInnovation- West Spring  
Business Meeting Agenda  
Monday, March 31  
Pacific Time Zone**

**ROOM TBD**  
**Zoom Connection:**  
<https://unr.zoom.us/j/83001280106?pwd=yZ8uT4JXBmLb0Layh4FDFWn0MnO2OA.1>  
**Meeting ID: 830 0128 0106**  
**Passcode: WEST**  
**11:00 AM – 2:50 PM**


<b>Agenda Item</b>	<b>Time (min)</b>	<b>Description</b>	<b>Presenter</b>	<b>Page(s)</b>
1	11:00-11:02	Call to Order, Welcome, Introductions	Donkin	-
2	11:02-11:03	Approval of Business Meeting Agenda	Donkin	1
3	11:03-11:04	Approval of 2025 Virtual Spring Meeting Minutes	Anderson	2-5
4	11:04-11:05	Chair's Interim Actions & Executive Committee Report	Donkin	6
5	11:05-11:15	agInnovation- West 2025 Goals	Edgar	7-8
6	11:15-11:45	NRSP_temp4	Baron	<a href="#">Hyperlink</a>
7	11:45-12:15	NRSP_temp9	Miller	<a href="#">Hyperlink</a>
8	12:15-12:45	NRSP_TEMP_12	Gaolach	<a href="#">Hyperlink</a>
9	12:45-1:15	NRSP_Temp13	Vougioukas	<a href="#">Hyperlink</a>
10	1:15-1:20	Last chance to comment on NRSP proposals	All	9-12
12	1:20-1:25	AA assignments and openings	Hess	13
11	1:25-1:55	Bridging Perspectives, Unlocking Potential	Edgar/Mosely	-
13	1:55-2:05	Preliminary results of Western Agenda survey	Donkin	<a href="#">Hyperlink</a>
14	2:05-2:10	Overview of 2024 WRJSM prework results	Donkin	14-32
15	2:10-2:15	Overview of 2024 WRJSM conference results	Donkin	33-70
16	2:15-2:25	Review of NERAOC schedule	Hess	71-74
17	2:25-2:40	Western Region Communications Strategies	Alexander/ Lemieux	-
18	2:40-2:45	2025 WRJSM	Hess	75-76
19	2:45-2:50	2025 Joint agInnovation/CED-NEDA Meeting	Hess	77
20	2:50	Adjourn and check in at NERAOC registration desk	All	-

**agInnovation- West (WAAESD) Meeting**

Wednesday March 11, 2025

Zoom Meeting

**Attendance:** Sreekala Bajwa, Shawn Donkin, Jodie Anderson, Leslie Edgar, Gene Kelly, Holly Neibergs, Matt Powell, Lara Prihodko, Mark Schmaedick, Glenda Humiston, Manoj Nair, Chris Pritsos, Jay Lillywhite, Bret Hess, Jennifer Horton (recording secretary).

- I. **Call to Order, Welcome, Introductions-** Shawn welcomed members.
- II. **Spring Business Meeting Agenda-** No changes to the agenda. Sreekala made a motion to approve, Gene seconded. The motion approved unanimously.
- III. **2024 Fall Business Meeting Minutes-** Chris made a motion to approve, Gene seconded. The motion approved unanimously.
- IV. **Chair's Interim Actions & Executive-** Shawn reviewed the interim actions. We are still looking for award nominations for the agInnovation Excellence in Research Innovation Awards and Excellence in Multistate Research Award.  
Scot Hulbert was nominated for the western region's Excellence in Leadership Award. No additional nominations came from the floor.  
The report and Scot's nomination come as seconded motions from the executive committee. The motions passed unanimously.  
  
Interim%20Actions\_2  
0250211.docx
- V. **Treasurer's Report and Budget-** The year-end financials are included as a series of pdf files. However, Gene focused on the spreadsheet because it showed a comparison of the CY24 and CY24 actuals on an accrual basis. Gene also focused on top lines for majority of the year-end report. **Membership Dues-** The AR report reflected that Arizona chose not to pay their dues. W-APS increased their CY24 assessment to help pay for the cost of the facilitator at the joint summer meeting in Alaska. Thus, membership dues are technically \$88,009.62, after accounting for Arizona's outstanding balance. **Total Event Income** - Income from events was greater than expected because the association served as the events coordinator for the Civil Rights Compliance Collaborative (CRCC) event at the request of a WRAOM member. **ESS Reimbursements-** Changes to the spreadsheet will be discussed during the proposed budget for 2025. **Other Types of Income and Miscellaneous income-** This included \$30,000 that was intended for agInnovation to set up their new accounts and reimbursement for agInnovation SWAG. **Overall**, our revenue was \$52,648.61 over projected, but the additional income for agInnovation was transferred back to its' rightful owner resulting in a net positive of \$16,013.17. **Business Expenses and Registration Fees-** did not account for the sponsorship of the Lunch-n-Learn on capitol hill. **Contract Services-** including accounting fees, outside contract services and web management were all under budget. **Operations-** including postage, mailing, books and reference materials, office equipment, printing, copying, software and subscriptions, supplies, telephone, and internet were \$905.32 under budget. **Other Types of Expenses-** This included the \$30,000 payment to agInnovation as a transfer of funds from APLU. This also includes the purchase of reimbursable SWAG items for agInnovation. **Program Expenses-** including meetings,

conferences, association meetings and program expenses were \$19,601 under budget. ESS meetings were all reimbursable costs, and we should not see on our budget moving forward. We are hosting NERAOC 2025 and did not anticipate the down payment schedule required by Grand Sierra Resorts. Those costs will all be recovered by registration fees in 2025. Overall program expenses were \$76,225 over budget, but that is due to the \$96,836 NERAOC cost. **Travel**- including reimbursable travel expenses, conference, convention, meeting, and travel costs were \$18,715 under budget. **Overall**, the expenses were \$78,613.30 over budget, largely due to the NERAOC conference costs. We ended the year with \$164,174.64 in our bank account, compared with \$250,457.85 at last year's end. However, we have since received carry-over funds from last year's NERAOC conference that would have resulted in a bank account balance slightly greater than last year's had the deposit been made in December instead of January. The item comes as a seconded motion from the executive committee. Sreekala moved to approve the financials as presented. The motion approved unanimously.

**Year End & Proposed Budget 25**- As Gene reviewed the proposed budget, he noted updated names and deleted lines on the books. As noted in the presentation of year-end financials, if the carryover from last year's NERAOC had been deposited before we closed out 2024, we would have shown a balance slightly greater than what we had in the account last year. Therefore, it was proposed to leave assessments the same in 2025 at \$93,445. This assumes that Arizona will pay for both years. We may need to revisit this next year, depending on how Arizona responds this year. **Association Event Income** is projected to be lower in 2025, as the spring meeting is in conjunction with NERAOC, WRAOM is hosted by Arizona, and the Fall meeting is hosted by ARD. The amount is \$25,000 to reflect the summer meeting. agInnovation reimbursements are eliminated, and the event and meeting registration lines have been updated. agInnovation has its own accounts, and we should not incur any reimbursable costs. **Other Event income** is a new line to represent conferences that Jenn helps with, although we do not have any events scheduled for 2025. **Event Sponsorships and Grants** shows \$60,000 for funds that have been set aside by the Western Rural Development Center for travel scholarships to attend the series of workshops at NERAOC. The NERAOC event is scheduled to have an income of \$375,000. The Swag and apparel line represent items to be purchased for our partners. For example, the Northeast is looking to have some items purchased and embroidered. **Services** reflect the in-kind donation of hosting the association at UNR, as an offset to the assessment fee for Nevada. **Total revenue** for 2025 is estimated to be \$549,473.84. Under **Expenses**, the business sponsorships include NCFAR and ACE. **Business registration fees** are the annual fees to keep the association on file with the State of Wyoming. **Accounting fees** decreased back to \$750 because no special requests are expected of the accountant this year. Outside contract services will cover any special contractors such as Erica. **Web Management** is for Ann Tanaka who manages and created the new agInnovation-West website. **Postage and mailing** covers Christmas cards and miscellaneous shipping. Office equipment remains the same at \$500. **The Printing and Copying** line rolled into specific program costs. **Software and subscriptions** will likely decrease as we are trying to cost share some subscriptions such as survey monkey with agInnovation. **Supplies** at \$600 and **Telephone and internet** at \$900 should cover those projected expenses. **Association swag** is proposed to include swag purchased for events along with holiday gift purchases. Other types of expenses have decreased as we created a line for association swag. **Proposed Program** expenses include association meetings (spring, summer, fall) set at \$25,000

expense to offset the \$25,000 income for the spring meeting. WRAOM now has its own account, but again we are not hosting this year. **Other events and conferences** will offset any outside events Jenn helps with. NERAOC expenses are projected at \$273,763. This only reflects the 2025 expenses. We still have \$96,836 from 2024 that will be incorporated into the overall NERAOC budget. There is also >\$90,000 in carryover funds from NERAOC that were deposited in January. **Guest Travel and Meetings** are set at \$120,000 to account for travel reimbursements for attendees of the workshops we are hosting at NERAOC. **Registration and conference fees** have been adjusted down to \$10,000. Staff travel has decreased to \$40,000 because Bret is not traveling to the islands this year and Jenn is not expected to travel much this coming year. **Projected Total Expenses** amount to \$497,903, showing an overall profit of \$51,570.84. This projected income will help offset the NERAOC loss in 2024.

The proposed budget comes as a seconded motion from the executive committee. Gene seconded the motion. The motion passed unanimously.

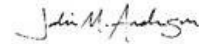
- VI. Host Institution MOU-** Chris shared that starting in 2020, UNR has served as the host institution for agInnovation-West. We are approaching the end of the initial 5-year contract. The initial contract only included Bret, and a second MOU was created to bring on Jenn. They both have the same expiration date. There are several updates that need to be made, such as WAAESD to agInnovation-West and we no longer need UNR accounting. Shawn noted that other than minor updates, the substance of the MOU will remain the same.

The request to renew the MOU for UNR to host the association comes as a seconded motion from the executive committee. Chris moved to second the motion. The motion passed unanimously.

- VII. Revisiting the Western Agenda-** The Western Agenda was generated in 2015. During the summer meeting in Alaska, June 2024 we began the process of refreshing the document. The goals are to continue progress at the summer meeting in Laramie, Wyoming, June 2025. Members should have received a survey link that reviews the content in the Western Agenda. The survey is designed to determine items that can be removed or items that need to be added. The survey will be closed on April 25<sup>th</sup>. Chris asked if we need to consider the agInnovation Roadmap when revising the Western Agenda. Shawn shared that it makes sense to have alignment, but the process is still flocculating. Shawn shared that we should be able to identify with the three primary pillars from agInnovation. Sreekala asked about the timing and suggested that it might be beneficial to wait a year to finalize based on the funding changes happening. Bret shared that the development of the roadmap is also inclusive of extension and academic programs. The western agenda is unique to the west. Bret recommended that we continue to stay in front of this and continue to help shape the future.

When reviewing the roadmap, the executive committee has decided to send a letter on behalf of agInnovation-West expressing disinterest in the addition of the Extension pillars. As a consequence, agInnovation has paused the roadmap and is going to work on rewriting. Bret shared that in an effort not to upset our biggest federal partner we are reviewing our documents to update language to new standards. The multistate portfolio is a critical link. The projects and activities are automatically accepted by NIFA once approved by the regional MRC committees.

- VIII. **agInnovation- West at NERAOC-** Shawn and Bret reviewed the agenda. Please plan on arrival by 11 am Monday for our agInnovation-West meeting. There was an executive order signed last week limiting travel by federal employees. Considering the tight timeline, we are not sure if NIFA will be in attendance. The plan is to have Zoom available for NIFA if they can participate. If they are not allowed to participate then we have another plan and will get more attendance at the agInnovation-West workshops. There will be 4 NRSP proposals on Monday, interaction and review will be a big piece of the business meeting on Monday, March 31<sup>st</sup>.
- IX. **Discussion of agInnovation Annual Spring Meeting (March 5)-** Elizabeth Stulberg with LBA presented and shared that any stories shared need to have an impact and one message to get the most traction. The roadmap was developed, and the next step identified was to hire a communications consultant. Initially the roadmap was developed for research and now it has been modified to add Extension and academic programs.
- X. **Annual Performance Review Results-** Members were asked to complete an evaluation of Bret. All comments and feedback were rated exceptional. This comes as a seconded motion to accept a continuation of Bret Hess as the executive director for agInnovation-West. Sreekala seconded the motion. Motion passed unanimously.
- XI. **Meeting adjourned.**



Respectfully submitted by Jodie Anderson, Secretary, March 17, 2025

Item 4.0: Chair's Interim Actions and Executive Committee's Report

Presenter: Shawn Donkin

Action Requested: Approval

### **Chair's Interim Actions and Executive Committee's Report**

Signed on to a World Food Prize Foundation Laureate letter "[TOWARDS A WORLD WITHOUT HUNGER MEETING THE CHALLENGE OF FOOD AND NUTRITION SECURITY AN URGENT CALL FOR RESEARCH AND INNOVATION](#)" asking G20 leaders for financial and political backing to develop "moonshot" technologies with the greatest chance of averting a hunger catastrophe in the next 25 years.

Encouraged APLU BAA to draft a letter in opposition to the Safeguard Pets, Animals, and Research Ethics ([SPARE](#)) Act ([H.R.1802](#)) due to the catastrophic impact that such an Act would have on agricultural and biomedical research.

Signed on to the [FY26 community support letter](#) addressed to USDA Secretary Rollins urging USDA to prioritize investments toward agricultural innovation and highlighting its value proposition for American farmers, ranchers, and foresters.

Signed on to the [FY26 Agriculture and Food Research Initiative \(AFRI\) community support letter](#) respectfully requesting no less than \$500 million for the USDA Agriculture and Food Research Initiative (AFRI) in Fiscal Year 2026.

## 2025 agInnovation-West Goals

### Strategic Direction 1. Strengthen functional relationships with regional and national partners.

- **Pursue opportunities to work better or differently with WGA.**
  - Pursue opportunities at WGA events.
  - Engage with WGA staff and contribute to the Western Policy Network.
  - Assist with recruiting young leaders to the WGA Leadership Institute.
  - Hold regular virtual meetings with WGA staff.
- **Collaborate with the Council on State Governments-West.**
  - Hold regular meetings with CSG-West staff to coordinate activities.
  - Engage CSG-West in the Western Water Network.
  - Contribute to the CSG-West electronic newsletter.
  - Attend relevant CSG-West meetings.
- **Engage in regional and national efforts to influence the 2023(5-6) Farm Bill.**
  - Contribute to the APLU BAA CLP.
  - Respond to inquiries by LBA and Congressional staff about agInnovation-West priorities.
  - Seize opportunities to meet with Congressional staff to advocate for APLU BAA and agInnovation-West priorities.
- **Support the Western Region's contributions to the agInnovation Research Strategy Framework.**
  - Facilitate review and input gathering as the documents evolve.
- **Coordinate with fellow research EDs to retain a functional relationship with NIFA.**
  - Participate in quarterly meetings with NIFA leadership.
- **Support the implementation of the Western Region Strategic Communications Action Plan.**
  - Serve on the steering committee for the regional communicators.
  - Participate in NIFA Townhalls and Western Region Communicators meet-ups.
  - Encourage the development of promotional materials illustrating regional impacts.

- **Advance a refreshed Western Agenda.**

**Strategic Direction 2. Foster multistate collaborations.**

- **Explore strategies to more effectively leverage the multistate research program.**
- **Convene and contribute to the Western Water Network.**
  - **Plan and lead regular leadership team meetings.**
  - **Serve as the Administrative Advisor for WERA1508: Western Water Network for Addressing Complex Water Issues.**
  - **Serve on the Advisory Board for the multi-institutional NIFA Sustainable Agricultural Systems Project.**
- **Conduct site visits and/or participate in meetings hosted by member institutions to gain a better understanding of member institutions.**

**Strategic Direction 3. Engagement.**

- **Create opportunities to engage with the various members of the LGU family.**
  - **Interact with the Native Resilience group.**
  - **Deliver a series of workshops on building capacity through meaningful collaborations and support.**

# NRSP Review

## Item 10.0: Last chance to comment on NRSP proposals

Presenter: All

Action Requested: For Discussion

Project: Facilitating Registration of Pest Management Technology for Specialty Crops

Dates Covered 10/01/2025 - 09/30/2030

The following statement defines the mission of the National Research Support Projects (NRSP's):

**NRSP Mission:** National Research Support Projects (NRSPs) focus on the development of enabling and critical technologies (e.g., databases, cyberinfrastructure, on-line toolkits, reagents), support activities (e.g., collect, assemble, store, and distribute materials, data, resources or information) or the sharing of facilities (e.g., analytical equipment, lab, field) needed to accomplish high priority research.

Based on this mission, please rate the proposed NRSP using the following criteria.

	Satisfactory	Unsatisfactory
<b>Mission:</b>		
Consistency with the NRSP mission	<input checked="" type="radio"/>	<input type="radio"/>
<b>Relevance:</b>		
Addresses and supports a high priority national issue	<input checked="" type="radio"/>	<input type="radio"/>
Demonstrates clear and tangible benefits to the scientific community as a whole	<input checked="" type="radio"/>	<input type="radio"/>
Clearly identified sponsoring beneficiary stakeholders	<input checked="" type="radio"/>	<input type="radio"/>
Stakeholder involvement in project development, project activities, review, and/or management plans	<input checked="" type="radio"/>	<input type="radio"/>
<b>Technical Merit:</b>		
Overall technical merit (sound scientific approach, achievable objectives, review, and/or management plans)	<input checked="" type="radio"/>	<input type="radio"/>
Potential for significant outputs (products) and outcomes with impacts	<input checked="" type="radio"/>	<input type="radio"/>
<b>Implementation Plan:</b>		
Benchmarks for success clearly identified	<input checked="" type="radio"/>	<input type="radio"/>
Management structure that adequately coordinates efforts of multiple participants	<input checked="" type="radio"/>	<input type="radio"/>
Well-developed business plan that captures multiple sources of funding and leverages OTT MRF	<input checked="" type="radio"/>	<input type="radio"/>
Funding plan that develops alternative funding sources to reduce OTT MRF in future years	<input checked="" type="radio"/>	<input type="radio"/>
Efforts integrated with Extension, academic, or international programs	<input checked="" type="radio"/>	<input type="radio"/>
Outreach, communications and assessment plan that communicates the program goals, accomplishments, and outcomes, and impacts	<input checked="" type="radio"/>	<input type="radio"/>

Comments (Please add general and specific comments on strengths and weaknesses of the proposal, including specific revisions that would improve the proposal):

Overall Recommendation:

Approve



# NRSP Review

Project:

Dates Covered 10/01/2025 - 09/30/2030

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Comments (Please add general and specific comments on strengths and weaknesses of the proposal, including specific revisions that would improve the proposal):

Overall Recommendation:

# NRSP Review

Project:

Dates Covered 10/01/2025 - 09/30/2030

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Comments (Please add general and specific comments on strengths and weaknesses of the proposal, including specific revisions that would improve the proposal):

Overall Recommendation:

# NRSP Review

Project:

Dates Covered 10/01/2025 - 09/30/2030

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Comments (Please add general and specific comments on strengths and weaknesses of the proposal, including specific revisions that would improve the proposal):

Overall Recommendation:

Item 12.0: AA assignments and openings

Presenter: Bret Hess

Action Requested: For Discussion

agInnovation West-6	Arizona-1	Alaska-0	CA-4	Colorado-4
Hawaii-0	Idaho-1	Montana-8	N.Marianas-1	Nevada-6
NM-2	Oregon- 5	Utah- 7	Washington-7	Wyoming-1

<b>WERA1053</b>	<b>Urban Agriculture and Food Systems</b>	Walter T. Bowen (HI)	10/01/2023 - 09/30/2028
<b>W5188</b>	<b>Soil, Water, and Environmental Physics to Sustain Agriculture and Natural Resources</b>	Walter T. Bowen (HI)	10/01/2024-9/30/2029
<b>W2194</b>	<b>Children's Healthy Living Network (CHLN) in the U.S. Affiliated Pacific Region</b>	Walter T. Bowen (HI)	10/01/2021 - 09/30/2026
<b>WERA1017</b>	<b>Coordination of Integrated Pest Management Research and Extension/Educational Programs for the Western States and Pacific Basin Territories</b>	Mary Burrows (MT)	10/01/2021 - 09/30/2026
<b>WERA27</b>	<b>Potato Variety Development</b>	Mark McGuire (ID)	10/01/2021 - 09/30/2026
<b>WERA89</b>	<b>Potato Virus and Virus-Like Disease Management</b>	Mark McGuire (ID)	10/01/2021 - 09/30/2026
<b>W4009</b>	<b>Integrated Systems Research and Development in Automation and Sensors for Sustainability of Specialty Crops</b>	Qin Zhang (WA)	10/01/2023 - 09/30/2028
<b>W_TEMP_1195</b>	<b>Ecology and Management of Invasive Grasses in Western Rangelands</b>	Eric Webster (WY)	10/01/2023-09/30/2028
<b>WERA1021</b>	<b>Spotted Wing Drosophila Biology, Ecology, and Management</b>	Eric Webster (WY)	10/01/2022 - 09/30/2027
<b>W5185</b>	<b>Biological Control in Pest Management Systems of Plants</b>	Sanford D Eigenbrode (ID)	10/01/2022 - 09/30/2027
<b>W4150</b>	<b>Breeding Phaseolus Beans for Resilience, Sustainable Production, &amp; Enhanced Nutritional Value</b>	David R Gang (WA)	10/01/2020 - 09/30/2025
<b>W5002</b>	<b>Nutrient Bioavailability--Phytonutrients and Beyond</b>	David R Gang (WA)	10/01/2023 - 09/30/2028
<b>7.25 W6</b>	<b>Maximizing Conservation and Utilization of Plant Genetic Resources and their Information</b>	Scot H Hulbert (WA)	10/01/2021 - 09/30/2026
<b>W5147</b>	<b>Managing Plant Microbe Interactions in Soil to Promote Sustainable Agriculture</b>	Scot H Hulbert (WA)	10/01/2023 - 09/30/2028
<b>WERA77</b>	<b>Managing Invasive Weeds in Wheat</b>	Scot H Hulbert (WA)	10/01/2024-9/30/2029
<b>NRSP11</b>	<b>Building Collaborative Research Networks to Advance the Science of Soil Fertility: Fertilizer Recommendation Support Tool (FRST)</b>	Eric Webster (WY)	10/01/2023-09/30/2028
<b>NPGCC</b>	<b>National Plant Germplasm Coordinating Committe</b>	Scot H Hulbert (WA)	Standing committee

# Western Region Joint Summer Meeting June - 2024

## PRE-WORK RESULTS

Rocking the Boat

# Introduction

Prior to attending the Western Region Joint Summer Meeting (WRJSM) in June 2024, participants responded to pre-work questions. Responses to Question 3 and Question 4 were used in an activity in the room. We have consolidated those responses into the themes presented in this document, Pre-Work Results.

Themes in this document were from participants who represent research, Extension, academic programs, administrative heads, and Council on Agriculture Research, Extension, and Teaching (CARET) at university agriculture programs in the Western Region.

In the pages that follow, we provide ideas that other universities could apply to their own context.

It is important to note that not all ideas will be relevant to each university. Rather, the intention is for people to read the information, learn what worked for others, take what is appropriate for where you are, adapt ideas to your context, and generate further discussion and develop more shared ideas.

# Table of Contents

## 1. Executive Summary

High level overview of the findings across questions 3 and 4.

## 2. Results for Pre-Work Question 3

*Question 3 asked participants to share an experience from their university that others may be able to learn from and potentially apply to their own university and context. In addition, they were asked why it was a good idea, what made it successful, what obstacles they overcame, and what changes they implemented as a result.*

### **Results Include – Ideas other universities can learn from:**

- The theme/or area of success
- Why it worked for them
- What contributed to their success
- Challenges that may have been overcome to be successful
- Tips for how it could work for other universities
- What other universities can try

## 3. Results for Pre-Work Question 4

*Question 4 asked participants to provide context about their own university and include challenges, opportunities, current environment/landscape (financially, politically, perception). What has been your biggest challenge thus far? What do you perceive as your biggest challenge coming in the next months and years? What has been your biggest opportunity thus far (note that at the time it may not have appeared like an opportunity) and why was it an opportunity? What do you perceive to be your biggest opportunity coming in the next months and years?*

### **Results Include – Challenges & Opportunities and key takeaways:**

- Challenges (Past)
- Opportunities (Past)
- Future Outlook
- What to try in the future
- If we were successful...

# Executive Summary

The pre-work responses from participants at the Western Region Joint Summer Meeting provide a view of the individual challenges and opportunities facing individual university agriculture programs.

This document combines the individual perspectives from participants (as they represent their own universities, with their own situations/experiences, and perspectives) and brings them together to highlight shared themes across universities. It provides tangible examples, ideas, and/or actionable solutions/recommendations that have either been tried by universities or are seen as ideas to work towards in the future. It is important to note that some ideas for the future may require a collective approach (multi-state/university/association involvement) and multi-year strategies to achieve.

The intention is to learn from one another, borrow what is relevant and has worked, make changes where appropriate, foster collaboration and a collective approach to excellence, and ensure long-term relevance for land grant universities in a rapidly changing agricultural landscape.

## Primary Issues/Concerns

The following are the primary issues and concerns that universities in the Western Region are facing.

### 1. Interdisciplinary Collaboration

- Breaking down silos has allowed universities to address complex issues such as soil health and environmental resilience. Collaborative efforts have led to increased research impact and improved funding opportunities.

### 2. Resource Management Challenges

- Declining federal and state funding continues to hinder program growth. Universities are exploring diversified revenue streams, partnerships, and advocacy to mitigate these financial constraints.

### 3. Faculty and Student Recruitment and Retention

- Challenges persist in attracting and retaining faculty and students. Tailored recruitment strategies and enhanced mentorship opportunities are critical.

### 4. Technological and Infrastructure Gaps

- Outdated facilities and limited technological resources hinder progress. Investments in digital tools, grants, and partnerships with technology providers are necessary for modernization.

### 5. Weather Variability and Sustainability

- Extreme weather events necessitate urgent action. Research into resilient and regenerative agriculture, and sustainable farming practices is essential for addressing global challenges.

## 6. Community Engagement and Outreach

- Strengthening ties with local communities, whether rural or urban, ensures relevance and impact. Tailored outreach programs and digital platforms have proven effective in building trust and accessibility.

## 7. Alignment with Workforce and Industry Needs

- Collaboration with industry partners ensures academic programs align with workforce demands, bridging gaps between education and employment.

# Solving These Problems

Universities have addressed these problems by implementing ideas from the list below.

### 1. Enhance Collaboration and Partnerships

- Foster interdisciplinary teams and build partnerships with industry, government, and communities to address multifaceted challenges.

### 2. Diversify Funding Sources

- Advocate for legislative support by aligning programs with state and federal priorities. Pursue philanthropic donations and public-private partnerships.

### 3. Strengthen Recruitment and Retention

- Develop recruitment strategies that target underserved populations. Enhance mentorship and professional development programs for faculty and students.

### 4. Invest in Technology and Infrastructure

- Modernize facilities and integrate advanced technologies such as AI and precision agriculture tools to remain competitive and impactful.

### 5. Address Extreme and Variable Environmental Challenges

- Expand research on environmental resilience and sustainable practices. Train students and farmers on regenerative agriculture and environmental adaptation.

### 6. Improve Community Engagement

- Tailor programs to address specific local needs and leverage digital platforms for broader outreach and impact.

### 7. Proactive Communication and Advocacy

- Share success stories using data-driven narratives to engage stakeholders and secure support. Align institutional goals with legislative agendas to strengthen advocacy efforts.

**Conclusion:** These areas highlight the common issues (and solutions) facing land grant universities in the West.

# Results for Pre-Work Question 3

Below are 9 themes that emerged when participants shared an experience from their university that others may be able to learn from and potentially apply to their own university and context.

The results include the theme, a brief description of that theme, and then highlights what universities were able to accomplish. It also provides ideas on what worked, what helped them to be successful, and what you may opt to try at your own institution. Note that the approaches outlined will need to be modified to fit your own institutional context.

## 1. Interdisciplinary Collaboration and Integration

Many universities have successfully broken-down silos and fostered cross-disciplinary collaborations to address complex agricultural and societal challenges. Interdisciplinary teamwork has enhanced research impact and increased funding opportunities for many institutions.

- **Why it Worked for Others:** Combining varied perspectives helped institutions foster innovation and address challenges holistically. Collaborative research also met funding agencies' preferences for interdisciplinary initiatives.
- **What Contributed to Success:** Stakeholder engagement, leadership support, and frameworks promoting collaboration across institutional boundaries.
- **Challenges Others Overcame:** Resistance to change, funding limitations, and traditional disciplinary silos.
- **How This Could Work for You:** Evaluate the specific needs and resources of your institution to adapt these practices, ensuring they align with your mission and objectives.
- **What to Try:** Consider forming interdisciplinary teams or programs to tackle multifaceted issues like sustainability, soil health, or precision technology. Explore partnerships across departments to leverage expertise and create unity.

## 2. Improving Communication and Impact Reporting

Streamlined communication and transparent impact reporting have helped many universities demonstrate their value and align faculty efforts with strategic goals. These strategies have been especially effective when tailored to institutional contexts.

- **Why it Worked for Others:** Clear communication helped foster shared goals, enhance transparency, and strengthen advocacy and funding efforts.
- **What Contributed to Success:** Involving faculty in shaping tools, ensuring frequent updates, and aligning initiatives with strategic goals.
- **Challenges Others Overcame:** Resistance to changing reporting practices and fragmented communication systems.
- **How This Could Work for You:** Assess current reporting processes at your institution and identify opportunities for simplification and clarity while emphasizing societal impact.
- **What to Try:** Introduce tools to define public value statements and streamline reporting processes. Provide training to support faculty in aligning their work with institutional goals.

## 3. Leveraging Indigenous and Local Knowledge

Many universities have successfully integrated indigenous and local knowledge into programs to create culturally relevant and sustainable solutions. However, the effectiveness of this approach depends on tailoring efforts to the local community's unique needs and strengths.

- **Why it Worked for Others:** Contextual solutions were more effective and built trust within communities, leading to stronger collaborations.
- **What Contributed to Success:** Respectful engagement, tailored approaches, and a focus on cultural sensitivity.
- **Challenges Others Overcame:** Financial constraints and capacity-building limitations.
- **How This Could Work for You:** Engage deeply with local stakeholders to understand their needs and strengths. Adapt approaches to your community's unique context to ensure mutual benefits.
- **What to Try:** Build partnerships with local communities to integrate indigenous practices into sustainability and research initiatives. Co-create solutions that reflect the specific context and contribute to meritocratic efforts.

## 4. Advancing a Supportive, Collaborative Environment

Universities that have prioritized supportive, collaborative environments have reported stronger community connections and improved access for resource-limited populations. These initiatives often need to be tailored to address unique institutional challenges and opportunities.

- **Why it Worked for Others:** Supportive and collaborative efforts expanded access, fostered varying perspectives, and enriched campus communities.
- **What Contributed to Success:** Leadership commitment, dedicated funding, and partnerships with other, similarly focused, organizations.
- **Challenges Others Overcame:** Logistical hurdles, funding constraints, and skepticism about new initiatives.
- **How This Could Work for You:** Begin with small-scale initiatives to build trust and support. Expand as you evaluate their fit within your institution's context.
- **What to Try:** Create faculty and student exchange programs, introduce supportive/collaborative related awards, and target outreach to certain communities to create unity.

## 5. Fostering Innovation Through Strategic Positioning

Some universities have positioned themselves as leaders in innovation by embracing bold initiatives outside traditional structures. While these strategies require significant planning and adaptation, they have proven effective in addressing unmet needs and fostering institutional growth.

- **Why it Worked for Others:** These approaches helped institutions address societal needs while providing flexibility for innovation.
- **What Contributed to Success:** Visionary leadership, external partnerships, and innovative funding approaches.
- **Challenges Others Overcame:** Financial constraints, internal skepticism, and external resistance.
- **How This Could Work for You:** Identify areas where your institution could take bold action, then adapt these strategies to fit your available resources and context.
- **What to Try:** Launch new programs, campuses, or initiatives aimed at addressing emerging challenges or underserved regions. Create environments that encourage experimentation and risk-taking.

## 6. Engaging and Retaining Faculty and Staff

Universities that focused on faculty and staff engagement reported improved morale and retention. Successful strategies were adapted to address institutional culture and specific needs.

- **Why it Worked for Others:** Engaged employees contributed meaningfully to institutional goals and reported greater satisfaction with their roles.
- **What Contributed to Success:** Leadership responsiveness, actionable feedback, and clear communication about growth opportunities.
- **Challenges Others Overcame:** Resource limitations and resistance to new methodologies.
- **How This Could Work for You:** Tailor engagement strategies to your faculty and staff needs, ensuring alignment with institutional goals and culture.
- **What to Try:** Use surveys to assess workplace environment and create specialized roles or career pathways for professional growth.

## 7. Enhancing Student Experiences

Institutions have reimagined student engagement programs to improve belonging, retention, and overall satisfaction. Success depended on aligning efforts with evolving student needs and expectations.

- **Why it Worked for Others:** Positive student experiences improved retention rates, community bonds, and institutional loyalty.
- **What Contributed to Success:** Feedback from students, alumni, and faculty, combined with thoughtful program design.
- **Challenges Others Overcame:** Balancing traditional practices with the need for modernization.
- **How This Could Work for You:** Evaluate your current student engagement efforts and consider opportunities for innovation that reflect your institution's unique culture.
- **What to Try:** Use surveys to assess student experiences, redesign traditions to promote engagement, and introduce initiatives fostering belonging.

## 8. Strengthening Extension and Outreach

Modernizing extension efforts has helped many universities expand their community impact. Success relied on integrating digital tools and aligning outreach activities with institutional goals.

- **Why it Worked for Others:** Digital platforms increased accessibility and enhanced community impact.
- **What Contributed to Success:** Leveraging institutional resources, staff training, and partnerships.
- **Challenges Others Overcame:** Resistance to adopting new technologies and adapting traditional materials for online use.
- **How This Could Work for You:** Assess your community's needs and adapt these practices to modernize outreach while maintaining alignment with your mission.
- **What to Try:** Transition programs to online platforms, create roles focused on targeted community engagement, and ensure extension activities align with broader strategies.

## 9. Addressing Workforce Needs and Industry Partnerships

Universities that developed programs aligned with workforce demands successfully bridged gaps between academia and employment. Adaptation to local workforce needs was key to success.

- **Why it Worked for Others:** Programs met employer expectations, prepared students for careers, and enhanced institutional reputations.
- **What Contributed to Success:** Faculty champions, strong industry partnerships, and innovative funding approaches.
- **Challenges Others Overcame:** Budget constraints, internal resistance, and academic barriers.
- **How This Could Work for You:** Engage industry partners early to ensure your programs address workforce needs and align with your region's employment landscape.
- **What to Try:** Create workforce-aligned certifications and programs, such as leadership or technical training, tailored to specific industry needs.

**Conclusion:** These examples showcase successful approaches that worked in a variety of institutional settings. While the strategies may need to be adjusted to fit your unique context, they provide a strong set of ideas for addressing your unique challenges and enhancing impact.

# Results for Pre-Work Question 4

This section integrates lessons participants mentioned as past challenges and opportunities, with what was mentioned as future challenges and opportunities. The "future outlook" in each theme explains potential expected trends, hurdles, or growth areas universities may face in the coming years. And the proposed solutions are suggested actions (or noted opportunities) universities could try as they chart a path forward.

It is important to note that not all themes will align with all institutions, nor will all proposed solutions be relevant for each university. The intention is to adapt these ideas to your own unique contexts and needs.

It is relevant to note that some solutions provided are aspirational; they may require significant funding, policy alignment and multi-stakeholder collaboration and may take years to implement fully.

# 1. Funding and Resource Management

- **Challenges (Past):** Many universities have struggled with reduced state and federal funding, rising costs, and reliance on short-term grants. These financial strains limit infrastructure development and program expansion.
- **Opportunities (Past):** Successful public-private partnerships, philanthropic support, and advocacy aligned with legislative priorities like sustainability and workforce development.
  - **Why It Was an Opportunity:** Collaborating with industry, government, and community stakeholders provided new funding opportunities, increased program visibility, and created mutual support for advocacy. These partnerships often aligned university goals with broader societal needs, which made them appealing to external funders and supporters.
- **Future Outlook:** Financial uncertainty will persist, necessitating creative solutions for long-term stability.
- **What to try in the future:** Universities can assess potential industry or community stakeholders whose missions align with their own and propose collaborative projects that demonstrate mutual benefits.
  - Collaborations enable universities to access broader resources and tackle large-scale challenges that require collective expertise and shared goals like sustainability and workforce development. These collaborations can bring additional funding, resources, and expertise to enhance their impact.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Fragmented efforts to address food insecurity across regions.
  - **Solution:** Universities could collaborate with community organizations, government agencies, and industry leaders to establish region-specific food systems that prioritize accessibility and affordability, leveraging resources from each partner.
  - **Problem 2:** Limited alignment between agriculture research and practical application.
  - **Solution:** Joint projects with industry and government could fast-track the translation of research findings into on-farm practices, enhancing productivity and sustainability.

## 2. Recruitment and Retention

- **Challenges (Past):** Recruiting and retaining talented faculty and students has been challenging due to limited resources, rural locations, and competitive job markets.
- **Opportunities (Past):** Programs targeted resource-limited populations, offered professional development opportunities, and emphasized interdisciplinary research to improve engagement.
- **Future Outlook:** Universities will need to further expand their recruitment strategies and provide better support systems to attract and retain faculty and students.
- **What to try in the future:** Strong recruitment and retention strategies build a solid foundation for sustained innovation and academic excellence. Showcase the societal and innovation potential of agricultural careers to attract varied talent.
  - Institutions could develop initiatives such as scholarships, mentorship programs, and professional development opportunities to attract and retain a broad range of talent. Highlighting institutional strengths and offering competitive benefits can also enhance recruitment efforts and attract top talent.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Declining interest in agricultural careers among youth.
  - **Solution:** Launch mentorship programs, scholarships, and internships showcasing the innovative and impactful aspects of modern agriculture to attract varied talent.
  - **Problem 2:** Loss of experienced agricultural faculty to other sectors.
  - **Solution:** Implement competitive retention packages, including professional development opportunities and research funding, to keep skilled educators and researchers engaged.

### 3. Infrastructure and Technology

- **Challenges (Past):** Aging facilities and limited access to advanced technology hindered research, education, and outreach efforts.
- **Opportunities (Past):** Grants and partnerships have enabled upgrades to facilities and the adoption of digital platforms for education and outreach.
- **Future Outlook:** Ongoing technological advancements will require sustained investments and collaborations. Institutions that embrace scalable, cost-effective technology will lead innovation.
- **What to try in the future:** Advanced tools and systems allow universities to modernize their approach, ensuring efficiency and competitiveness. The integration of new technologies, such as AI, precision agriculture, or advanced data tools, is expected to enhance education, research, and outreach capabilities. These tools can improve efficiency, foster innovation, and increase institutional impact.
  - Universities can seek funding to adopt relevant technologies and train staff to use them effectively. Collaboration with tech companies or grant opportunities could help other institutions integrate these advancements into their programs.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Water scarcity and inefficient irrigation practices.
  - **Solution:** Deploy precision irrigation systems using IoT sensors and AI algorithms, ensuring optimized water use tailored to specific crop needs.
  - **Problem 2:** Barriers to the adoption of advanced technology by smallholder farmers.
  - **Solution:** Universities could create extension programs that provide training and subsidized access to scalable technologies like drone-based crop monitoring.

## 4. Agriculture Resilience and Sustainability

- **Challenges (Past):** Extreme weather events and environmental pressures required adaptive agricultural practices.
- **Opportunities (Past):** Universities have led research on regenerative farming, resilient crops, and soil health, creating impactful solutions.
- **Future Outlook:** Universities will continue to play a central role in developing resilient agricultural practices.
- **What to try in the future:** Proactive strategies ensure universities are equipped to address unforeseen challenges and long-term societal shifts effectively. Addressing societal challenges like post-pandemic recovery, adaptation to changing environments, or economic shifts allows universities to remain relevant and impactful.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Increasing frequency of extreme weather events affecting agriculture.
  - **Solution:** Develop comprehensive water and landscape resilience strategies, including drought-resistant crop research and disaster recovery programs for farmers.
  - **Problem 2:** Vulnerabilities in global food supply chains.
  - **Solution:** Focus on research and education promoting localized and decentralized food production systems to reduce dependence on global supply chains.

## 5. Community Engagement and Outreach

- **Challenges (Past):** Limited resources and shifting demographics made it difficult to connect with rural and urban communities.
- **Opportunities (Past):** Tailored outreach programs and digital platforms improved trust and accessibility. Targeted initiatives that addressed specific local challenges (e.g., food security, resilience to extreme/variable weather) helped build trust with communities and positioned universities as vital resources. This often led to increased support and stronger connections with stakeholders.
- **Future Outlook:** Expanding engagement with underserved populations will require innovative approaches.
- **What to try in the future:** Community-Centric Initiatives: Universities can identify specific community needs and tailor their outreach programs to address them. Engaging communities more directly in program design and delivery ensures that efforts are meaningful and impactful. Building long-term relationships through consistent engagement and transparency can help universities establish themselves as true partners.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Limited outreach to underrepresented rural and urban communities.
  - **Solution:** Establish tailored programs that address local needs, such as urban farming initiatives in cities or soil health education in rural areas, or food security programs to build trust and capacity.
  - **Problem 2:** Disconnection between universities and the public's understanding of agriculture's role.
  - **Solution:** Create public education campaigns and interactive workshops that bridge the gap, focusing on topics like sustainability and food systems.

## 6. Legislative and Political Context

- **Challenges (Past):** Misalignment between institutional goals and political priorities hindered funding and program support.
- **Opportunities (Past):** Advocacy campaigns that highlighted the societal benefits of agricultural research gained traction with policymakers.
  - Successfully demonstrating the ROI of programs and aligning with legislative priorities led to increased funding and legislative support. Advocacy efforts also raised awareness about the value of agricultural research and extension services.
- **Future Outlook:** Building coalitions and aligning initiatives with legislative priorities will be essential in navigating differing political perspectives.
- **What to try in the future:** Effective engagement with policymakers ensures programs align with broader societal priorities and receive necessary support. By aligning programs with state and federal priorities, such as sustainability or workforce training, universities expect to secure additional funding and policy support. Engaging legislators early could shape more favorable outcomes.
  - Institutions could monitor legislative agendas and align their priorities with government goals (such as rural development or environmental stewardship) to gain advocacy traction. Collaborating with community advocates and stakeholders can also help amplify their case for funding or policy changes. Demonstrating to legislators the value of interdisciplinary partnerships that include research, academic programs and extension/outreach efforts may garner more support.
  - Universities can focus on data-driven storytelling to highlight program impacts and demonstrate alignment with government or societal goals. Engaging community champions to advocate for programs can also strengthen their case for support.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Misalignment between policy and sustainability practices in agriculture.
  - **Solution:** Advocate for incentive-based policies that support regenerative agriculture, carbon sequestration and capture initiatives, and renewable energy integration on farms.
  - **Problem 2:** Lack of federal investment in rural broadband for digital agriculture.
  - **Solution:** Collaborate with legislators to secure funding for broadband infrastructure to enable smart farming technologies in underserved areas.

## 7. Workforce Alignment and Program Innovation

- **Challenges (Past):** Evolving industry needs created skill gaps in precision farming, sustainable supply chains, and emerging technologies.
- **Opportunities (Past):** Universities developed interdisciplinary curricula and partnered with industry to address these gaps.
  - **Why It Was an Opportunity:** Developing new academic and research programs addressed specific workforce needs or societal issues, allowing universities to attract students, funding, and industry support. These initiatives often aligned with pressing concerns like resilience (and sustainability) to extreme weather variability, making them timely and impactful.
- **Future Outlook:** Programs integrating hands-on learning and aligning with workforce demands will remain competitive.
- **What to try in the future:** Institutions can conduct needs assessments in their regions (or nationally) to identify gaps in workforce training or societal challenges and develop programs (E.g., artificial intelligence in agriculture, interdisciplinary extreme weather variability research, or food security initiatives) that directly address these needs. Partnering with industry to co-design programs/curricula could also help ensure relevance and appeal.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Workforce gaps in sustainable agriculture and how we can actively prepare for or adjust to the impact of ever-changing environmental landscapes.
  - **Solution:** Develop interdisciplinary programs focused on regenerative farming practices, ecosystem services, and precision agriculture, equipping students with skills for emerging careers.
  - **Problem 2:** Lack of integration between technology and traditional agriculture education.
  - **Solution:** Create academic tracks that combine computer science, engineering, and agriculture to train students in using AI and robotics for farming applications.

## 8. Leveraging Unique Strengths and Building Partnerships

- **Challenges (Past):** Universities often underutilized their unique geographic and cultural assets to differentiate themselves.
- **Opportunities (Past):** Regional resources attracted funding and strengthened niche programs.
  - Programs capitalized on distinct regional or institutional assets, such as Hawaii’s varied ecosystems for tropical agriculture, Guam’s regional influence, or access to military or industry sectors. These strengths differentiated the universities and attracted attention and funding for specialized initiatives.
- **Future Outlook:** Highlighting institutional strengths will help universities build a competitive edge. Universities working together to combine and leverage their unique strengths will achieve more together than they would independently.
  - Universities should identify and highlight their own unique features—whether geographic, cultural, or programmatic—that can be leveraged for niche programming or specialized research.
- **What to try in the future:** Create a cultural shift across universities and place even more value on strengthening and fostering collaboration.
  - Institutions undergoing transitions might use these moments to re-evaluate and align their strategic goals and foster intentional collaborative efforts. Providing professional development and encouraging interdisciplinary collaboration can improve morale and drive innovation. Positive cultural changes and stronger teams drives collaboration, innovation, and adaptability across institutions.
- **If we were successful,** the following are potential problems we may be addressing and what we may do to solve them:
  - **Problem 1:** Siloed departmental approaches to solving agricultural challenges.
  - **Solution:** Foster interdisciplinary collaboration through joint research initiatives, team-building workshops, and integrated funding opportunities.
  - **Problem 2:** Resistance to implementing supportive and collaborative initiatives.
  - **Solution:** Establish clear goals tied to funding incentives and create mentorship programs to promote supportive and collaborative academic environments.

**Conclusion:** This section distinguishes between past successes, future outlooks, and proposed solutions, providing a comprehensive roadmap for addressing challenges and seizing opportunities in agricultural education, research and outreach.

# Western Region Agriculture Conference June - 2024

## CONFERENCE RESULTS

Rocking the Boat

# Introduction

This report captures the contributions of participants from research, extension services, academic programs, administrative heads, and members from the Council on Agriculture Research, Extension, and Teaching (CARET) at university agriculture programs in the Western Region who attended the Rocking the Boat summer conference. The conference aimed to inspire bold, innovative ideas and to challenge the current status quo.

Without fundamentally new approaches to collaboration, proposed ideas and solutions generated by the group risk replicating traditional, less effective methods.

At the conference, participants engaged in an activity designed to challenge conventional thinking by reimagining how these groups can collaborate to address regional challenges. The exercise explored the value of coming together as a collective and assessed whether collective thinking offers greater impact than working as individuals.

Participants were asked to envision the future of Land Grant Universities in the Western Region five years from now through two contrasting scenarios:

1. **Success:** Collective action leads to transformative outcomes and sustained relevance.
2. **Failure:** A lack of collaboration results in diminished relevance and sustainability.

The discussions revealed a shared recognition of the critical role collective action plays in addressing regional challenges and shaping a successful, unified future. This report highlights the key themes, insights, and actionable strategies that emerged, serving as a foundation for fostering meaningful change through collaboration. While not every idea may perfectly align with all institutional contexts, the concepts presented are adaptable to advance a collective approach and amplify impact.

# Table of Contents

## Executive Summary

High level overview of the findings.

## The Importance of a Collective Mindset

### Results Include:

- Why is it important for us to come together as a collective?
- What are the benefits of a collective approach?
- What are the key barriers preventing us from thinking as a collective?
- What are the risks associated with not thinking as a collective?
- Recommendations for: What do we need to change to think as a collective more regularly?

## Who are we as a collective? Our Vision and Common Goals

### Results Include:

- Our purpose: Why we come together as a collective.
- Our shared vision
- Our shared identity as a collective?

## What can we do as a collective? Operating with a Collective Mindset

### Results Include:

- Shared problems we can solve as a collective in our regional focus areas:
  - 1. Advancing innovative agriculture systems
  - 2. Supporting resilient food systems
  - 3. Promoting natural resources and environmental sustainability
  - 4. Fostering community health and vitality
- Benchmarks or measures of success, metrics and rationale.

# Table of Contents (cont.)

## Practical Solutions to Implement within my University that Support the Collective

### Results Include:

- Communicating with my University
  - Suggested statements to try (modify as needed) as starting points to conversations
- Practical Solutions to Implement that Support the Collective
  - What to do
  - How it could work
  - Outcome
- Faculty: Impact Reporting to Support the Collective
  - What to do
  - How to support
  - Example

## Strategies to Leverage Multi-State Funding to Support the Collective

### Results include:

- How it could Work
- Why it matters

## Unified Metrics to Support the Collective

### Results include:

- Metric
- Purpose
- What It Measures
- How It Works
- Why It Matters

## Conclusion

# Executive Summary

The Rocking the Boat summer conference convened participants from research, extension services, academic programs, administrative heads, and members from the Council on Agriculture Research, Extension, and Teaching (CARET) at Western Region Land Grant Universities to explore the potential impact of working as a collective. Participants envisioned two futures: one where collective action achieved transformative success, and another where the absence of collaboration led to irrelevance.

Key themes emerged, underscoring the need to shift from individualistic approaches to a unified mindset. The collective's ability to address their self-identified regional challenges—such as environmental resilience, food security, and workforce development—depends on shared vision, effective collaboration, and accountability. Participants identified barriers such as silos, resistance to change, and inconsistent communication, and they proposed actionable recommendations to overcome these challenges.

This report outlines strategies for fostering collective action, including establishing unified goals, improving faculty impact reporting, leveraging multi-state funding, and using metrics to track progress. While not all suggestions will fit every context, the recommendations offer a roadmap for building innovation, sustainability, and relevance at both institutional and regional levels.

By embracing collaboration, the Western Region Land Grant Universities can amplify their impact, strengthen financial and political resilience, and drive transformative change. This report identifies the importance of adopting a collective approach, to ensure a thriving and sustainable future for the region.

# The Importance of a Collective Mindset

Conference participants explored the implications of adopting a collective mindset by addressing two key questions: *What if we are successful as a collective in five years?* and *What if we are not successful in five years?* The shared themes that emerged highlight the critical value of collaboration:

## 1. Why is it important for us to come together as a collective?

If the three association groups collaborate as a unified collective, the Western Region and its Land Grant Universities stand to gain significant benefits:

- **Unified Purpose and Mission:** A shared Western identity and united voice enhance the relevance and impact of Land Grant Universities. Alignment of goals maximizes regional success by pooling expertise, resources, and efforts. This collaboration enables us to address complex societal challenges—such as environmental changes, food security, and workforce development—that transcend individual institutions or disciplines.
- **Strength in Numbers:** A regional collective amplifies our message, strengthens advocacy, and builds our reputation. By working together, we can attract greater funding, forge stronger partnerships, and respond more effectively to regional and global challenges. A unified voice promotes the unique contributions of the Western Region, enhancing its visibility and influence.
- **Cross-Disciplinary Solutions with Broader Impact:** Integrating teaching, research, and extension fosters innovative, interdisciplinary solutions to pressing problems. This approach increases our relevance to stakeholders, addresses immediate and long-term challenges, and inspires faculty, students, and external partners to engage with and support our mission.

These insights emphasize that a collective mindset is essential for ensuring relevance, sustainability, and success in addressing the complex challenges of today and the future.

## 2. What are the benefits of a collective approach?

Adopting a collective approach offers several significant advantages that enhance the impact and relevance of Land Grant Universities in the Western Region:

- **Enhanced Problem-Solving:** By leveraging different perspectives and expertise, we can tackle bigger issues like environmental changes, food security, and community health more effectively.
- **Shared Resources and Expertise:** Sharing resources, staff, and infrastructure reduces redundancy and maximizes impact. By pooling resources, we can work to solve regional challenges more equally and efficiently. We can create interdisciplinary and trans-disciplinary programs to tackle complex issues.
- **Increased Relevance and Recognition:** A collective approach gives us a competitive advantage and helps us become a model for other regions. A collective approach also ensures that programs remain adaptable and aligned with societal needs, strengthening the relevance of LGUs in the Western region.
- **Unified Voice Stronger Advocacy:** Speaking as one enhances our ability to influence policymakers, secure funding, and promote a strong Western identity. A unified voice amplifies our message, builds credibility, and strengthens regional advocacy efforts.
- **Broader Reach:** Collaboration extends our reach to resource-limited populations, increases program visibility, and fosters innovative solutions to local and regional challenges. Together, we can achieve greater societal impact than working as individual institutions.

This unified approach highlights the power of collaboration in ensuring relevance, sustainability, and long-term success.

### 3. What are the key barriers preventing us from thinking as a collective?

Key barriers are hindering our ability to think collectively which must be addressed to achieve greater alignment and impact across Land Grant Universities in the Western Region:

- **Lack of Shared Vision and Coordination:** Difficulty agreeing on common goals, vision, or strategy across many institutions. Unclear definition of the “collective community” and its purpose.
- **Silos and Fragmentation:** Silos within and across LGUs prevent integration between academics, research, and extension. More specifically, institutional, disciplinary, and geographic divides hinder collaboration and alignment.
- **Resistance to Change:** Fear of losing resources or autonomy prevents some stakeholders from embracing a collective mindset. Lack of administrative and faculty buy-in or support.
- **Resource Constraints:** Limited funding and staff capacity (and/or buy-in) create competition rather than collaboration.
- **Lack of Shared Accountability:** Without mechanisms to hold institutions accountable for collective goals, efforts can become disjointed.
- **Inconsistent Communication:** A lack of cohesive messaging and narratives undermines the ability to rally around shared priorities. Lack of effective storytelling makes it challenging to demonstrate relevance or impact to stakeholders (internally and externally).

Addressing these barriers is critical to fostering a unified, collaborative approach that will strengthen the relevance and effectiveness of our programs across the Western Region.

## 4. Risks of not Adopting a Collective Mindset

Failing to embrace a collective approach poses significant risks that can undermine the relevance, effectiveness, and sustainability of Land Grant Universities in the Western Region:

- **Loss of Relevance:** Without a unified approach, our programs risk becoming disconnected from societal needs and losing public trust.
- **Duplication of Efforts:** Operating in silos leads to inefficiencies, wasted resources and redundancy, limiting overall effectiveness.
- **Missed Opportunities:** A fragmented approach limits our ability to secure funding, build strategic partnerships, and attract top talent, reducing our competitive advantage.
- **Diminished Impact:** A lack of coordination weakens our ability to address regional challenges effectively. Continued internal misalignment and an absence of shared purpose risk stagnation and limit progress.
- **Weak Advocacy:** Without cohesion, our collective voice is diminished, undermining our influence on policymakers and reducing our ability to secure support for key initiatives.

These risks highlight the critical importance of adopting a collective mindset to ensure the long-term impact and relevance of our programs.

## 5. Recommendations: Shifting to a Collective Mindset

To regularly adopt a collective approach, we must rethink and adjust the ways we currently operate. The following recommendations outline key changes needed to foster and sustain a collective mindset:

### 1. Develop a Unified Vision and Purpose

- Clearly define a common purpose/vision, and shared goals that align all members of the collective community. Have a 'we' mindset.
- Ensure every group (academics, research, extension) understands their role in the collective vision.

### 2. Break Down Silos

- Foster collaboration across departments, institutions, disciplines, and associations to create more integrated efforts.
- Encourage mutual respect and understanding among academics, research, and extension programs.
- Streamline processes by removing bureaucratic barriers and establishing protocols for resource sharing and joint decision-making.
- Align guiding documents (e.g., the Western Agenda) to ensure consistency in goals and priorities across groups, institutions, and disciplines.

### 3. Enhance Communication and Engagement

- Build robust channels for regular communication and sharing of best practices across all association groups.
- Actively engage external stakeholders, including legislators and the public, to strengthen support.
- Develop unified messaging that highlights the collective impact of our work and tells a compelling story to a variety of audiences.

### 4. Incentivize Collaboration

- Create reward systems for interdisciplinary, inter-institutional, and cross- association projects.
- Tie funding and resource allocation to collaborative efforts and shared outcomes.

### 5. Promote Change

- Shift from an individualistic mindset ("What's in it for me?") to a team-oriented approach ("What's in it for us?").
- Foster an abundance mindset, focusing on shared opportunities rather than competition.
- Encourage bold thinking and cultivate a culture that rewards risk-taking, innovation, and adaptability.

## 6. Prioritize Accountability and Follow-Through:

- Establish systems to track progress toward collective goals across association groups.
- Set measurable benchmarks for success and regularly assess progress.
- Hold all members accountable for agreed-upon actions, bridging the gap between current activities and desired outcomes.

By implementing these changes, we can build a stronger, more unified collective capable of addressing complex challenges and driving meaningful impact.

## Conclusion

A collective mindset is essential for tackling the complex, interconnected challenges facing the Western Region. By embracing collaboration, the Western Region Land Grant Universities can amplify their impact, strengthen their relevance, and achieve a shared vision of innovation, resilience, and progress.

A collective mindset fosters enhanced problem-solving, shared resources, and cross-disciplinary solutions that address societal challenges like environmental changes, food security, and workforce development. It also strengthens advocacy, builds a unified regional identity, and broadens our reach to communities.

This shift requires intentional changes in how we think and operate.

The benefits of collaboration far outweigh the risks of maintaining the status quo. Together, we can lead the way in creating a thriving, sustainable future that reflects the full potential of the Western Region's Land Grant Universities. Let this be the call to action that drives us toward bold, innovative, and transformative change.

# Who are we as a collective?

## Our Purpose and Vision

Below are ideas that may help the group develop a shared identity.

### 1. Our Purpose – Why We Come Together as a Collective

A purpose statement should be both true and enduring, reflecting the core reason for our collaboration.

#### Our Purpose Statement:

The purpose of this collective is to unite the strengths of academics, research, and extension across the Western Region to address the most pressing challenges facing Land Grant Universities—challenges that no single institution could tackle alone.

#### Through Our Collective Efforts, We Aim To:

- **Tackle Grand Challenges:** Develop bold, innovative solutions to critical issues such as environmental changes, food security, workforce development, and community health.
- **Build a Thriving Western Region:** Create a region that is well-fed, resilient, and prosperous, where universities act as economic drivers and hubs of innovation.
- **Lead by Example:** Serve as a model for other regions by leading with humility, creativity, and a commitment to measurable impact.

By adopting this shared purpose, we can amplify the power of our collective and ensure the Western Region's Land Grant Universities remain vital, relevant, and transformative forces for generations to come.

## 2. Our Vision – What is Our Shared Vision as a Collective?

Vision statements should be ambitious yet achievable, inspiring collective action. Including a “by when” statement can provide clarity and focus.

Below are sample vision statements that might be relevant for this Collective.

- **Vision Example 1:** As a collective, we dismantle silos and create fully integrated university-community ecosystems that turn innovation into real-world impact. We are forward-thinking leaders in sustainable solutions, forging partnerships that address global challenges and catalyzing systemic change in education, policy, and innovation for future generations.
- **Vision Example 2:** By fostering collaboration, innovation, and progress, we advance sustainable agricultural systems, support resilient food networks, promote environmental stewardship, and enhance community health and vitality.
- **Vision Example 3:** Through interdisciplinary approaches, and bold thinking, as a collective, we create measurable impacts that transform lives, drive regional prosperity, and position the Western Region Land Grant Universities as a model of relevance and excellence on a national and global scale.
- **Vision Example 4:** As a collective we are a unified leader in innovation and impact. By 2030 the Western Region Land Grant Universities are nationally recognized for their collective leadership in addressing critical challenges, advancing innovative agricultural systems, fostering resilient communities, and driving sustainable solutions.
- **Vision Example 5:** We are a model of collective success, upholding the Land Grant Mission. By harnessing the power of collaboration, we solve complex problems, secure essential resources, and deliver impactful solutions that benefit individuals, industries, and ecosystems across the West and beyond.

### 3. What is Our Identity as a Collective?

As a collective, it is vital to adopt an identity that reflects our shared purpose, vision, and commitment to working as a unified entity. Setting aside individual allegiances to the associations, universities, or perspectives we represent allows us to come together as one, fully focused on the collective mission. A new name can symbolize this transformation, uniting us as a single force for innovation, impact, and progress.

Below are three potential names that capture the spirit and goals of this new collective:

#### 1. Western Impact Alliance (WIA)

- Highlights the collective mission to create meaningful, measurable impact across the Western region, emphasizing regional focus and purpose-driven collaboration.

#### 2. Western Vision Collective (WVC) OR Western Collective

- Represents a shared vision for a prosperous, sustainable, and thriving Western region, achieved through unified efforts and mutual purpose.

#### 3. Alliance for Western Excellence (AWE)

- Celebrates the collective commitment to excellence in education, research, extension, and community impact, while reinforcing the group's identity as a powerful, united entity.

Each of these names reflects the value of leaving behind individual perspectives and affiliations to embrace a cohesive, forward-looking identity. By uniting under a single name and vision, we strengthen our ability to address regional challenges, inspire confidence, and achieve transformative outcomes as one powerful collective.

## Conclusion

Together, we have shown that collaboration, innovation, and shared purpose are essential for addressing the complex challenges of today and building a thriving future for the Western Region Land Grant Universities. By embracing a collective mindset, we amplify our impact, attract meaningful partnerships, and drive transformative solutions that benefit our institutions, communities, and society as a whole. Our shared vision unites us in creating a sustainable, prosperous future that will serve as a model of excellence and relevance for generations to come. A new name solidifies our position as a unified group.

# What can we do as a collective?

## Operating with a Collective Mindset

### What Problems can we Solve more Effectively as a Collective

By acting as a collective, the Western Region Land Grant Universities can address critical challenges with innovative, measurable, and transformative solutions. The integration of academics, research, and extension allows for a comprehensive and unified approach to solving regional issues.

The four regional areas of focus for the Western Region are:

- Advancing Innovative Agriculture Systems
- Supporting Resilient Food Systems
- Promoting Natural Resources and Environmental Sustainability
- Fostering Community Health and Vitality

This section provides an example for how extension, research, and academics could come together to solve a shared problem in each of these areas. It includes:

- Problem we can solve
- Integrated Approach
- Roles
- Metrics for Success
- Pitfalls to Avoid

# Addressing Problems as a Collective

## 1. Advancing Innovative Agriculture Systems

### Problem We Can Solve:

How can we use advanced technologies and collective expertise to transform agriculture into a more productive, sustainable, and resilient system that addresses the Western Region's unique challenges?

### Integrated Approach:

Research develops AI-driven irrigation systems that improve water efficiency and adapt to environmental variability. Academics incorporate these systems into curricula to train students in cutting-edge agricultural practices. Extension delivers workshops and demonstrations to farmers, helping them implement the technology and customize it to their operations.

### Roles:

- **Academics:** Teach students the principles and applications of AI-driven irrigation systems and sustainable farming practices, preparing a skilled workforce.
- **Extension:** Work directly with farmers to demonstrate and implement AI irrigation systems, providing ongoing technical support to ensure successful adoption.
- **Research:** Develop, test, and refine precision irrigation technologies, ensuring their feasibility and scalability for varied agricultural operations.

### Metrics for Success:

1. **Technology Adoption:** Percentage of producers implementing AI-driven irrigation systems.
  - *Why It Matters:* Tracks the practical application of research.
2. **Increased Agricultural Productivity:** Growth in yields, improved soil health, and better water-use efficiency.
  - *Why It Matters:* Demonstrates tangible benefits of advanced technologies.
3. **Workforce Preparedness:** Enrollment and graduation rates in ag-tech and precision agriculture programs.
  - *Why It Matters:* Ensures a pipeline of future agricultural leaders.
4. **Research Outputs:** Number of commercialized technologies, patents, and academic publications related to precision agriculture.
  - *Why It Matters:* Reflects the contribution of research to agricultural innovation.

# Advancing Innovative Agriculture Systems Cont.

## Pitfall to Avoid:

- **Fragmentation of Efforts:** A lack of coordination between academics, research, and extension could lead to disjointed implementation. For example, farmers may not adopt AI-driven systems if research findings are not communicated effectively through extension, or if academic programs do not emphasize practical application.

## 2. Supporting Resilient Food Systems

### Problem We Can Solve:

How can we strengthen local and regional food systems to ensure fair access to nutritious food while reducing waste and improving supply chain resilience?

### Integrated Approach:

Research develops innovative food preservation technologies to extend the shelf life of perishable goods, reducing waste and increasing supply chain reliability. Academics integrate these methods into food systems and supply chain curricula, preparing students to lead in the food industry. Extension works with producers and distributors to implement these technologies and improve local food networks.

### Roles:

- **Academics:** Train students in food systems management and preservation technologies, preparing them to address real-world challenges in the food industry.
- **Extension:** Provide training to local producers and distributors on adopting food preservation practices and building resilient food networks.
- **Research:** Design and test food preservation methods and technologies, ensuring their scalability and effectiveness in reducing waste and increasing food security.

### Metrics for Success:

1. **Food Security:** Reduction in food-insecure households.
  - *Why It Matters:* Measures progress in addressing community needs.
2. **Growth in Local Food Networks:** Increase in food hubs, CSAs and farm-to table initiatives.
  - *Why It Matters:* Reflects the expansion of resilient food systems.
3. **Food Waste Reduction:** Percentage decrease in food waste at production, distribution, and consumption stages.
  - *Why It Matters:* Tracks efficiency improvements in food systems.
4. **Supply Chain Resilience:** Fewer disruptions and faster recovery during crises.
  - *Why It Matters:* Demonstrates the system's ability to adapt to challenges.

### Pitfall to Avoid:

- **Overlooking local needs of the community:** Focusing solely on technological advancements without addressing barriers faced by underserved communities can result in solutions that fail to reach those who need them most. Ensure local producers and underserved populations are part of the conversation.

## 3. Promoting Natural Resources and Environmental Sustainability

### Problem We Can Solve:

How can we address water scarcity and environmental change impacts while promoting long-term environmental sustainability and conservation practices?

### Integrated Approach:

Research develops renewable energy systems to power farms, focusing on carbon sequestration, and reducing dependence on non-renewable energy. Academics incorporate these technologies into sustainability-focused programs, training students in energy-efficient and environmentally responsible practices. Extension provides hands-on guidance to farmers, helping them adopt renewable energy systems and integrate sustainable practices into their operations.

### Roles:

- **Academics:** Develop programs that teach students about renewable energy systems, resource conservation, and sustainable farming techniques.
- **Extension:** Work directly with farmers to implement renewable energy systems, providing ongoing support and education to maximize impact.
- **Research:** Design renewable energy technologies and study their effectiveness in increasing carbon sequestration and improving energy efficiency on farms.

### Metrics for Success:

1. **Increase Carbon Sequestration:** Increase in carbon sequestration from agricultural operations.
  - *Why It Matters:* Demonstrates progress in mitigating environmental impacts.
2. **Adoption of Renewable Energy:** Percentage of farms using renewable energy systems.
  - *Why It Matters:* Tracks practical implementation of sustainable energy solutions.
3. **Resource Conservation:** Reduction in water and energy use per unit of agricultural output.
  - *Why It Matters:* Reflects efficiency improvements in resource use.
4. **Sustainable Land Management:** Increase in acres under conservation practices like no-till farming and cover cropping.
  - *Why It Matters:* Tracks the scale of conservation efforts.

### Pitfall to Avoid:

- **Short-Term Thinking:** Focusing on immediate results without considering the long-term impact of renewable energy and conservation practices may lead to unsustainable solutions. Ensure strategies are forward-looking and adaptable.

## 4. Fostering Community Health and Vitality

### Problem We Can Solve:

How can we reduce health disparities, improve mental and physical well-being, and engage a broad range of communities in building healthier, more vibrant communities?

### Integrated Approach:

Research identifies mental health gaps in rural communities and develops evidence-based interventions. Academics incorporate these findings into public health programs to train students in rural health solutions. Extension implements community workshops and provides resources to a broad range of populations, promoting mental health awareness and access to services.

### Roles:

- **Academics:** Train students in public health, focusing on rural health disparities and effective community engagement strategies.
- **Extension:** Deliver mental health workshops, nutrition programs, and wellness resources tailored to communities.
- **Research:** Investigate social determinants of health and design interventions to improve mental and physical well-being in rural areas.

### Metrics for Success:

1. **Health Outcomes:** Reduction in rates of obesity, diabetes, and mental health challenges.
  - *Why It Matters:* Reflects the direct impact of health programs.
2. **Community Participation:** Growth in attendance at wellness events and workshops.
  - *Why It Matters:* Indicates stronger engagement and community vitality.
3. **Youth Engagement:** Increase in participation in leadership and wellness programs, such as 4-H.
  - *Why It Matters:* Tracks success in fostering the next generation of leaders.
4. **Economic Impact:** Job creation and growth in local economies through health and wellness initiatives.
  - *Why It Matters:* Measures broader benefits of improved community health.

### Pitfall to Avoid:

- **Disconnection from Communities:** Failing to involve local communities in program development can result in interventions that don't meet their needs. Build partnerships and listen to community voices throughout the process.

## Conclusion

By addressing these key problems as a collective, the Western Region Land Grant Universities can create measurable, transformative change across the region. The integration of academics, research, and extension ensures practical, impactful solutions to today's most pressing challenges, positioning the collective as a leader in innovation, sustainability, and community development.

Together, we can build a more resilient, equitable, and prosperous future.

# What About at My University?

## Strategies to Make Operating as a Collective a Reality

### 1. Communicating with my University

Working as a collective provides an opportunity to unlock unique advantages that individual universities or associations might not achieve alone. To gain buy-in from stakeholders, it's essential to communicate these benefits in a clear, compelling way that addresses their interests and priorities. Below are five statements that can help articulate the value of collaboration, designed to resonate with a variety of audiences and highlight the "what's in it for me" factor.

#### Statements to Communicate the Benefits of a Collective Approach

**"Together, we can access larger funding opportunities that prioritize regional collaboration."**

- *Why It Could Work:* Emphasizes the financial advantage of collective action. Many federal and private funding opportunities now favor multi-institutional, interdisciplinary collaborations. By working as a collective, we can unlock funding that individual universities or associations might not qualify for alone.

**"Collaboration allows us to leverage each other's strengths, enabling us to address challenges that are too big for any one institution to tackle alone."**

- *Why It Could Work:* Highlights the power of shared expertise. Complex issues like environmental resilience, food security, and workforce development require a variety of skill sets and perspectives. Working collectively ensures no university or association has to face these challenges in isolation.

**"As a unified collective, we can amplify our impact and elevate our regional and national reputation."**

- *Why It Could Work:* Taps into institutional pride and long-term benefits. A strong collective identity positions the Western Region as a leader and model for innovation, making individual universities more attractive to students, faculty, and partners.

**“Collaborating as a collective allows us to streamline resources and reduce redundancy, saving time, money, and effort across all institutions.”**

- *Why It Could Work:* Appeals to practicality and efficiency. Sharing data, research, training programs, and infrastructure reduces duplication of effort and ensures that resources are used more effectively to achieve shared goals.

**“By participating in this collective, we ensure that our programs remain relevant and responsive to the evolving needs of our region and its communities.”**

- *Why It Could Work:* Focuses on adaptability and community impact. Universities and associations want to stay connected to societal needs. A collective approach ensures that solutions are tailored to the region’s unique challenges, increasing relevance and stakeholder trust.

## Conclusion

These statements are designed to communicate the tangible benefits of collaboration, helping stakeholders see how working as a collective directly supports their goals. By emphasizing funding opportunities, shared expertise, reputation-building, efficiency, and relevance, these messages can foster a sense of shared purpose and inspire commitment to the collective’s broader mission.

## 2. Practical Solutions to Implement that Support the Collective

Operationalizing the concept of working as a collective starts with practical steps we can take within our own universities. These actions don't require senior leadership approval or sweeping institutional changes—they fall within our remit as leaders in academics, research, and extension. By implementing these forward-thinking and manageable initiatives, we can lay the groundwork for collaboration, align with the collective mindset, and demonstrate the value of working together to address regional challenges.

### 1. Create a Cross-University "Grand Challenges Task Force"

- **What to Do:** Establish a task force at your university focused on tackling one of the Western Region's grand challenges (e.g., water scarcity, food security, environmental resilience). Include representatives from academics, research, and extension, ensuring interdisciplinary perspectives are part of the process. Coordinate with similar task forces at other universities to align strategies and share findings.
- **How it Could Work:** Each task force focuses on a specific aspect of the challenge, tailored to their institution's strengths. For example, one university may explore AI solutions for water management, while another evaluates the social and economic impacts of these technologies. Regular virtual or in-person meetings enable cross-university collaboration and alignment.
- **Outcome:** Establishes a structured framework for regional collaboration, encourages shared expertise, and demonstrates the collective's ability to address complex challenges together.

### 2. Launch a Regional Faculty and Extension Staff Exchange Program

- **What to Do:** Develop a short-term exchange program where faculty, researchers, or extension professionals from one university work at another to share expertise, build collaborative research projects, or learn new institutional practices. Exchanges can last from a week to a semester and may be virtual, in-person, or hybrid.

- **How it Could Work:** Identify priority areas such as ag-tech adoption, environmentally-smart agriculture, or community health. Pair participants from different universities with shared interests and clearly define exchange goals (e.g., co-publishing a paper, developing a training program, or piloting an outreach project). Secure funding for travel or other logistical needs.
- **Outcome:** Builds cross-institutional relationships, fosters innovation, and strengthens a shared sense of purpose across the collective.

### 3. Establish Shared Regional Data and Resource Hubs

- **What to Do:** Develop a shared, open-access platform to consolidate regional data, research findings, case studies, and best practices on priority topics like water use, crop yields, food systems, and public health.
- **How it Could Work:** Each university designates a representative to contribute data sets and maintain the hub. Establish clear standards for data collection and upload frequency to ensure consistency and accuracy. Schedule regular meetings to discuss resource sharing and how to expand the hub's impact.
- **Outcome:** Creates a central repository for collective knowledge, making it easier for all universities to access and use shared insights to drive impactful solutions.

### 4. Pilot a Collaborative Inter-University Course or Certificate Program

- **What to Do:** Design a collaborative course or certificate program addressing regional challenges like sustainable food systems, agricultural resilience, or community health. Leverage expertise from multiple universities to provide students with varying perspectives and cutting-edge knowledge.
- **How it Could Work:** Use virtual platforms to allow faculty from different universities to co-teach. Include hands-on components, such as joint research projects, fieldwork, or cross-university team assignments. Market the program as a unique opportunity to engage with experts from across the region.
- **Outcome:** Builds a talent pipeline for addressing regional challenges, fosters collaboration among students and faculty, and serves as a model for collective academic programs.

## 5. Organize a Western Region Collective “Innovation Challenge”

- **What to Do:** Host an annual challenge where teams of faculty, students, and extension professionals from member universities develop innovative solutions to pressing regional issues like food security, renewable energy in agriculture, or agricultural adaptation.
- **How it Could Work:** Teams work throughout the year, supported by mentoring, workshops, and access to shared regional data hubs. The challenge culminates in a regional event where teams present their solutions. Winners receive funding, implementation support, or partnerships with industry stakeholders to bring their ideas to life.
- **Outcome:** Engages a variety of stakeholders, fosters a culture of innovation, and delivers tangible outcomes that benefit the collective and the region.

## Conclusion

These ideas provide actionable ways to foster collaboration and embody the collective mindset within our own universities. By starting small and focusing on what’s within our control, we can build momentum, strengthen regional partnerships, and showcase the power of shared expertise. Ultimately, these efforts will create a ripple effect, demonstrating the value of collective action and inspiring broader participation across the Western Region.

### 3. Faculty: Impact Reporting to Support the Collective

For the collective to maintain forward momentum and achieve success, it is essential to re-establish accountability practices that clearly demonstrate impact. This includes helping faculty showcase the true value of their work in a way that aligns with institutional and regional priorities. Effective impact reporting is not only a way to highlight individual and collective contributions but also is a tool for attracting funding, fostering partnerships, and building institutional relevance.

Faculty often juggle multiple responsibilities, so any changes to reporting practices must be realistic, manageable, and aligned with existing agreements such as collective bargaining agreements (e.g., UNAC). These suggestions attempt to respect faculty autonomy while providing tools to better communicate their achievements in teaching, research, and outreach. Moreover, these strategies empower universities to align faculty efforts with broader institutional and collective goals, reinforcing the collective mission without overburdening individuals.

Here are five practical, forward-thinking ways universities can support faculty in improving impact reporting while staying within the span of institutional control and respecting faculty governance.

#### 1. Shift Focus to Outcome-Oriented Reporting

- **What to Do:** Encourage faculty to report not just outputs (e.g., papers published, grants received) but measurable outcomes (e.g., how their research improved agricultural practices, influenced policy, or benefited communities).
- **How to Support:** Provide templates or frameworks for reporting that guide faculty in tying their work to specific regional or societal impacts. Include categories like community engagement, student success, or real-world applications.
- **Example:** Instead of reporting “50 farmers attended a workshop,” report the resulting behavior change, such as “75% of farmers implemented water-saving practices taught in the workshop.”

## 2. Standardize and Simplify Reporting Tools

- **What to Do:** Implement user-friendly, standardized tools that allow faculty to input their achievements and impacts efficiently.
- **How to Support:** Use centralized digital platforms (e.g., dashboards, impact reporting software) where faculty can record data on research, teaching, and outreach activities throughout the year, instead of scrambling during annual reviews.
- **Example:** A platform where faculty can input data on publications, grant outcomes, student training, and community outreach in real time, with prompts for linking activities to broader institutional or collective goals.

## 3. Highlight Interdisciplinary and Collaborative Contributions

- **What to Do:** Create a system where faculty can explicitly report on interdisciplinary and collaborative work, such as projects that span research, academics, and extension.
- **How to Support:** Offer reporting categories for team-based efforts, especially those tied to collective initiatives. Recognize faculty who play key roles in multi-institutional collaborations.
- **Example:** Faculty could report on their role in a regional task force, detailing how their research contributed to solving a shared challenge like food insecurity or agricultural adaptation.

## 4. Use Impact Narratives and Storytelling

- **What to Do:** Encourage faculty to use narrative formats to tell the story of their work's impact. Highlight not just what was done, but why it matters and who benefited.
- **How to Support:** Provide training on storytelling techniques, emphasizing how to frame their research, teaching, or outreach as a solution to real-world problems.
- **Example:** A faculty member might describe how their research on extreme weather-resilient crops increased yields for local farmers and secured funding for further development, weaving data with compelling anecdotes.

## 5. Align Reporting with Institutional and Regional Goals

- **What to Do:** Help faculty connect their activities and achievements to broader institutional or collective priorities, such as sustainability, collaboration, or economic development.
- **How to Support:** Create rubrics or guidelines that map individual efforts to collective goals. Include prompts for reporting on how their work aligns with institutional missions or regional collective initiatives.
- **Example:** A faculty member working on renewable energy for farms could report how their research contributes to the collective's goal of carbon sequestration across the Western Region.

### Bonus Suggestion: Incentivize Better Reporting

- **What to Do:** Tie comprehensive, high-quality impact reporting to meaningful rewards, such as funding opportunities, professional development resources, or recognition in tenure and promotion evaluations.
- **How to Support:** Provide clear examples of how improved reporting directly benefits faculty (e.g., showcasing their work in collective grant proposals or institutional publications).

## Conclusion

By adopting these strategies, universities can help faculty better articulate their contributions and align their efforts with the collective mission. These improvements in impact reporting ensure that faculty achievements are recognized, institutional priorities are advanced, and collective goals are supported. In turn, this alignment strengthens the collective's ability to attract funding, forge impactful partnerships, and demonstrate regional leadership. When done thoughtfully, these reporting practices reinforce the value of working as a collective while respecting the workload and autonomy of faculty.

# Strategies to Leverage Multi-State Funding to support the Collective

Multi-state funding provides a unique opportunity for universities and associations to work together as a collective to address regional challenges. When used strategically, these funds can drive collaboration, innovation, and measurable outcomes that benefit the entire Western Region. Below are five practical and forward-thinking strategies for leveraging multi-state dollars more effectively, ensuring alignment with the collective mission while maximizing impact.

## 1. Prioritize Funding for Collaborative, High-Impact Projects

- **How It Could Work:** Invest funds in projects that tackle shared regional challenges such as water scarcity, food security, and environmental resilience. Require projects to include interdisciplinary collaboration between academics, research, and extension from multiple universities or associations. Fund initiatives that demonstrate clear potential for real-world application and measurable regional benefits.
- **Why It Matters:** Aligns funding with collective priorities, incentivizes collaboration, and ensures resources are focused on projects that offer the greatest potential for widespread regional impact.

## 2. Develop Shared Infrastructure and Resource Hubs

- **How It Could Work:** Invest in creating shared resources, such as centralized data repositories, specialized research facilities, or regional training programs. Examples might include a platform for tracking regional water use or a facility dedicated to environmentally smart agricultural innovation. Ensure equitable access to these resources for all members of the collective.
- **Why It Matters:** Avoids duplication of efforts, reduces costs, and provides all universities and associations with consistent, high-quality tools and data to address regional challenges collaboratively.

### 3. Invest in Cross-Institutional Workforce Development Programs

- **How It Could Work:** Use funds to create collaborative academic and training programs that address workforce needs in critical areas like sustainable agriculture, sustainable energy, or food systems management. For example, develop regional internships, joint certificate programs, or virtual courses taught by faculty from multiple institutions.
- **Why It Matters:** Prepares a skilled workforce that meets the region's needs while highlighting the collective's ability to produce real-world solutions. Workforce-focused programs also enhance universities' relevance and appeal to non-traditional and lifelong learners.

### 4. Fund Pilot Projects to Test and Scale Innovative Solutions

- **How It Could Work:** Allocate multi-state dollars to pilot projects that integrate research, academics, and extension to address specific regional challenges. For example, a project could involve researchers developing AI-driven irrigation systems, academics integrating the technology into curricula, and extension professionals training farmers to adopt it. Focus on projects with scalability and measurable outcomes.
- **Why It Matters:** Pilot projects provide proof of concept, allow for testing innovative approaches in real-world settings, and build stakeholder confidence to scale successful solutions across the region.

### 5. Establish a Regional Innovation and Collaboration Grant Program

- **How It Could Work:** Use multi-state funds to create a competitive grant program for faculty, researchers, and extension professionals across the collective. Grants could support interdisciplinary research, multi-university extension initiatives, or the development of cross-state academic programs. Include criteria that prioritize collaboration, innovation, and regional impact.
- **Why It Matters:** Encourages collaboration, fosters innovation, and ensures that funding is directed toward the most promising ideas. Competitive grants also create opportunities for faculty and staff to think creatively and work beyond their institutional silos.

## Conclusion

By leveraging multi-state dollars strategically, universities and associations can foster collaboration, build shared infrastructure, and deliver innovative solutions to regional challenges. These strategies align funding with the collective mission while maximizing its impact, positioning the Western Region as a leader in addressing critical issues such as agricultural resilience, food security, and workforce development. By taking these actionable steps, the collective can demonstrate the transformative potential of multi-state collaboration.

# Unified Metrics to Support the Collective

Metrics are critical for evaluating the collective’s progress and impact. To truly understand how well the Western Region Land Grant Universities (LGUs) are achieving their goals as a collective, we need to assess success not only in terms of tangible outcomes but also in areas like regional and national influence, financial and political stability, social trust, and the effectiveness of storytelling. These metrics provide a well-rounded view of the collective’s performance, ensuring continuous momentum adaptability, and accountability.

## Metrics Implementation:

Metric Name	Purpose	What It Measures	Why It Matters
Regional and National Collaboration Index	Evaluate the collective effectiveness in fostering partnerships and collaborations to enhance regional and national influence.	Number and quality of cross-institutional partnerships, research projects, and presence in policy discussions.	Demonstrates alignment and influence of the collective across regional and national platforms.
Revenue Diversification and Policy Engagement Score	Assess the collective financial stability and political engagement through diversified funding streams and legislative involvement.	Percentage of diversified funding sources and number of policy engagements (e.g., meetings, testimonies, advocacy efforts).	Ensures resilience by avoiding over-reliance on a single funding source and maintaining influence in legislative spaces.
Community Trust and Engagement Index	Measure the strength of relationships and trust between LGUs and the communities they serve, focusing on engagement and connection.	Community participation, satisfaction with LGU programs, and repeat engagement.	Reflects the ability to maintain strong, trusted connections with communities and adapt to their needs.
Narrative Reach and Resonance Score	Evaluate the effectiveness of storytelling in showcasing the collective impact and inspiring action among stakeholders.	Reach, engagement, and emotional resonance of storytelling efforts (e.g., views, shares, feedback).	Bridges the gap between data and impact by showing the value and importance of collective achievements.
Regional Relevance and Expertise Index (RREI)	Assess how LGUs are perceived as relevant and credible sources of information, education, and solutions by key stakeholders.	Perceived relevance, trust in expertise, and frequency of stakeholder use of LGU resources.	Ensures LGUs remain trusted and relevant sources of solutions to address societal and regional challenges.

## More Detailed Information About Metrics

### Regional and National Collaboration Index

**Metric:** *Regional and National Collaboration Index*

**Purpose:** Assess the collective's effectiveness in fostering partnerships and collaborations that enhance its regional and national presence and impact.

**What It Measures:** The number and quality of partnerships, collaborations, and joint initiatives among regional universities, national organizations, and stakeholders.

**How It Works:**

- Track cross-institutional grant applications, multi-university research projects, shared academic programs, and policy contributions.
- Measure the collective's presence at national conferences, mentions in federal policy discussions, and recognition in national rankings or reports.

**Why It Matters:** This metric highlights how well the collective is aligning efforts and amplifying its presence on regional and national stages. A strong score demonstrates successful collaboration and influence that extends beyond individual universities.

### Financial and Political Stability Metric

**Metric:** *Revenue Diversification and Policy Engagement Score*

**Purpose:** Evaluate the collective's financial stability and its ability to influence policy through diversified funding streams and legislative engagement.

**What It Measures:**

- The percentage of funding that comes from msources (e.g., federal grants, private partnerships, state appropriations).
- The number of policy engagements, such as meetings with legislators, testimonies provided, or policies influenced.

**How It Works:**

- Annually track funding sources to ensure no over-reliance on a single stream.
- Monitor legislative outreach efforts, white papers produced, and advocacy campaigns.

**Why It Matters:** This metric reflects the collective's financial resilience and political influence. By diversifying revenue and engaging with policymakers, the collective can adapt to challenges, maintain stability, and advance its goals.

# Community Trust and Engagement Index

**Metric:** *Community Trust and Engagement Index*

**Purpose:** Measure the strength of relationships and trust between LGUs and the communities they serve, focusing on the depth of engagement and connection.

## **What It Measures:**

- *Community Participation:* Rates of attendance at events, workshops, and programs.
- *Satisfaction with Engagement:* Stakeholders' satisfaction with the quality and responsiveness of LGU programs and outreach efforts.
- *Repeat Engagement:* The frequency with which community members return to LGUs for services, programs, or collaborations.

## **How It Works:**

- Conduct surveys and focus groups with community members and local stakeholders to gauge satisfaction and trust.
- Measure program participation trends, particularly repeat engagement, and long-term involvement in LGU initiatives.
- Track the breadth and depth of collaborations with community partners and organizations.

**Why It Matters:** This metric emphasizes the relational aspect of LGUs' work, ensuring that they maintain strong, trusted connections with the communities they serve. A high score demonstrates LGUs' ability to engage meaningfully and remain relevant through sustained relationships.

# Storytelling Metric

**Metric:** *Narrative Reach and Resonance Score*

**Purpose:** Evaluate the effectiveness of storytelling in showcasing the collective's impact and inspiring action among stakeholders.

**What It Measures:**

- The reach, engagement, and emotional resonance of stories shared by the collective about its work and impact.

**How It Works:**

- Track the number of storytelling pieces published (e.g., case studies, videos, articles) and their reach (e.g., views, shares, readership).
- Analyze engagement metrics such as social media interactions, qualitative sentiment analysis, and stakeholder feedback.
- Assess alignment between storytelling efforts and the collective's goals.

**Why It Matters:** Effective storytelling bridges the gap between data and impact, showing not only what the collective has achieved but also why it matters. A strong score indicates that storytelling efforts are fostering deeper connections with stakeholders and driving support for the collective's mission.

## Regional Relevance and Expertise Index (RREI)

**Metric:** *Regional Relevance and Expertise Index (RREI)*

**Purpose:** Assess how LGUs are perceived as relevant and credible sources of information, education, and solutions by their primary consumers (e.g., farmers, students, policymakers, community members, and industry leaders).

### What It Measures:

- *Perceived Relevance:* How well LGU programs, research, and outreach align with current societal and regional challenges.
- *Credibility as Experts:* The level of trust consumers place in LGUs' expertise, transparency, and quality of information.
- *Consumer Use:* Frequency of resource usage, such as program attendance, downloads of publications, or inquiries for advice.

### How It Works:

- Conduct regular surveys of stakeholders to assess perceptions of LGUs' relevance and credibility.
- Track engagement metrics, such as program participation rates, web traffic, and social media interactions.
- Analyze feedback to identify emerging trends or gaps in perceived value.

**Why It Matters:** This metric ensures that LGUs remain a trusted and go-to resource for addressing societal challenges. A strong score demonstrates their ability to adapt and meet the needs of stakeholders effectively.

## Conclusion

These unified metrics provide a comprehensive framework for assessing the collective's success across key dimensions: collaboration, financial resilience, community trust, storytelling, and relevance. By tracking these indicators, the Western Region LGUs can identify areas for improvement, celebrate successes, and sustain momentum. Ultimately, these metrics underscore the value of working together to address regional challenges and build a stronger, more impactful future.

# Report Conclusion

The *Rocking the Boat* conference underscored the critical importance of a collective mindset in addressing the complex challenges facing the Western Region. By uniting academics, research, extension, and administrative leadership, Land Grant Universities can achieve outcomes far beyond what any single institution could accomplish alone.

The shift to a collective approach requires intentional changes in vision, operations, and accountability. It also depends on practical actions such as fostering cross-university collaboration, aligning faculty reporting with institutional goals, and using shared metrics to measure progress. These steps not only strengthen partnerships and amplify impact but also position the collective as a leader in innovation, sustainability, and community development.

The benefits of collaboration far outweigh the risks of maintaining the status quo. By embracing a unified approach, the Western Region Land Grant Universities can remain relevant, sustainable, and transformative forces for generations to come. This report provides the foundation for action, urging all stakeholders to join in building a prosperous and impactful future.

## **Schedule for agInnovation- West members at NERAOC 2025**

### **Monday, March 31**

agInnovation- West Business Meeting (11 am-3 pm)

### **Monday, March 31- NERAOC General Session**

NERAOC registration opens (1 pm)

Getting the Most Out of NERAOC (3:30-4 pm)

Opening Reception (5-7 pm)

### **Tuesday, April 1- NERAOC General Session**

Breakfast (7:30-9:00 am)

Opening Session and Welcome (9-10 am)

Networking Break (10-10:30 am)

Keynote Speaker (10:30 am-12:00 pm)

Networking Lunch (12-1 pm)

NIFA Updates (1:15-2:45 pm)

Networking Break (2:45-3:15 pm)

Administrative Officers Regional Business Meetings (3:15-4:30 pm)

### **Wednesday, April 2**

Breakfast (7:30-9:00 am)

NERAOC General Session- Key Factors for Effective Grants Management by Various NIFA Staff (9-10:15 am)

Networking Break (10:15-10:45 am)

Managing an Office of One (10:45 am – 12:00 pm) – NERAOC Small- & Medium-sized Institutions track

Networking Lunch (12-1 pm)

Pre-awards Workshop (1:15-2:30 pm) – first of the specialized program hosted by agInnovation- West

Networking Break (2:30-3:00 pm)

Data Management Plan Workshop (3:00-4:15 pm)– second of the specialized program hosted by agInnovation- West

## Thursday, April 3

Breakfast (7:30-9:00 am)

NERAOC General Session- Mental Health in the Workplace and Community (9-10:15 am)

Networking Break (10:15-10:45 am)

Research Opportunities with the American Samoa Community College Workshop (10:45 am – 12:00 pm) – third of the specialized program hosted by agInnovation- West

Networking Lunch (12-1 pm)

Impact Writing Workshop (1:15-2:30 pm) – NERAOC Small- & Medium-sized Institutions track and hosted by agInnovation- West

Networking Break (2:30-3:00 pm)

Putting it All Together Wrap Up (3:00-4:15 pm) – last session to focus on operationalization of building capacity through meaningful support

NERAOC Closing Session (4:30-5:00 pm)

NERAOC Closing Reception (5:30-8:00 pm)

The following brief descriptions of the abovementioned sessions is provided to offer information about the proposed content of respective sessions:

**agInnovation- West Business Meeting** – the meeting will include regional business remaining after the virtual business meeting on March 11 plus presentations by the four NRSP proposals being considered this year.

**Getting the most out of NERAOC** – this session is for new attendees and any attendees wanting a refresher. This session will include history, types of LGUs and the regional structure. The value and content of the NERAOC conference will be discussed and each conference track highlighted.

**Opening Reception** – this session serves as a mixer for all attendees to enjoy a live band as a way to loosen up before the event begins.

**Opening Session and Welcome** – Dignitaries from agInnovation-West, the University of Nevada, Reno, NIFA, and the City of Reno will welcome attendees to NERAOC 2025 and the “Biggest Little City in the World.”

**Keynote Speaker** – agInnovation-West has entered a contract with José Hernández to be the NERAOC 2025 Keynote Speaker. Mr. Hernández was the first migrant to become an astronaut

and flew on the Space Shuttle mission STS-128 in August 2009. His inspirational life-long journey was captured in the 2023 American biographical drama film “*A Million Miles Away*.”

**NIFA Updates** – leaders from NIFA provide an update on the most important items of interest to NEROAC attendees. The update is particularly helpful when the agency expects changes which will affect the Land-grant community.

**Administrative Officers Regional Business Meetings** – each of the regions hold separate business meetings to discuss topics most relevant to their region, including but not limited to, regional meeting plans.

**NERAOC General Session- Key Factors for Effective Grants Management**– various NIFA staff will hold a general session that will be relevant to all attendees (at one point the session was called NIFA 101).

**Managing an Office of One** – the NERAOC planning committee chose to include a session in the NERAOC Small- and Medium-sized Institutions (SMSI) track designed to create awareness about the challenges many SMSIs encounter due to limited capacity and resources. The speaker is also expected to explain creative solutions to managing through their challenges. This session will help set the stage for the program specifically designed for agInnovation- West members.

**Pre-awards Workshop** – agInnovation-West directors have recognized that one possible way to enhance research meritocracy among Tribal Colleges and Universities (TCUs) is to assist with the preparation of grants. The panel for this session will include pre-awards staff members from agInnovation-West member institutions to explain their roles with grant preparation and representatives from the Extension Foundation to explain the technical assistance that they provided to make NextGen grant proposals successful.

**Data Management Plans Workshop** –data management plans are required by federal funding agencies at the time of a grant submission. This interactive session will include an explanation of processes required in preparation of proposing research with a tribe/on tribal lands/with tribal resources plus a research scenario and steps necessary to complete a data management plan at the onset of the grant writing process. Members of agInnovation-West will be teamed up with representatives from the TCUs to develop a data management plan together.

**NERAOC General Session- Mental Health in the Workplace and Community** – Dr. Alison Brennan, MSU Extension Mental Health Specialist, Montana State University has been identified to lead a session on addressing mental in non-clinical settings.

**Research Opportunities with American Samoa Community College** – Mark Schmaedick, Associate Director will explain the challenges with expending Hatch funds at American Samoa and initiate a discussion on possible solutions which may involve assistance by members of agInnovation- West.

**Impact Writing Workshop** – the national system of agricultural research (agInnovation) and Extension utilizes an online platform to collect impact statements from their members known as the National Impacts Database (NIDB). For several years now, those involved with curating NIDB have noted that NIDB is devoid of impact statements from all members of the LGU family. The exclusive nature of NIDB has recently been identified as a barrier to submissions of impact statement. This session will focus on removing barriers and will also involve communicators from agInnovation-West members who enter impact statements in NIDB.

**Putting it All Together Wrap Up** – this session will be a free-flowing dialog for agInnovation-West members to learn more about how to be effective research collaborators and to explore opportunities for agInnovation-West members to enhance capacity through meaningful support.

**NERAOC Closing Session** – the closing session is a time for passing the torch to the next NERAOC host. Attendance is incentivized by offering numerous door and raffle prizes.

**NERAOC Closing Reception** – the closing reception is one last opportunity for attendees to network while enjoying an evening of entertainment.

**WESTERN REGION  
JOINT SUMMER  
MEETING**



**JUNE 23-26,  
2025**

**LARAMIE  
WYOMING**

**Hotel**

Hilton Garden Inn &  
Holiday Inn

**Airport**

**LAR-** Laramie (limited  
flights into small  
regional airport)

**CYS-** Cheyenne (small  
regional airport ~1 hr  
drive)

**DEN-** Denver (~2 Hour  
drive)

**Registration**

075

Not Yet Released

# Schedule at a Glance

## Monday, June 23

- 5-7 pm Opening Reception

## Tuesday, June 24

- Effective Engagement with Legislators, Policy Makers, and Funding Cooperators: A Perspective From Our Partners
- Hunger Initiative – First Lady Jennie Gordon
- Celebrating Excellence Reception

## Wednesday, June 25

- All day Ag Tour with Dinner

## Thursday, June 26

- Advancing the Western Agenda
- Breakout Meetings - W-CARET/W-AHS, WEDA, W-APS, agInnovation-West



FALL MEETING

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DATE

SEPT 15-18

2025

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