Spring Business Meeting Agenda
Thursday, June 25, 2026
Hawaii Time Zone

3:00 PM – 5:00 PM				
Agenda Item	**Time (min)**	**Description**	**Presenter**	**Page(s)**
1	3:00-3:05	Call to Order, Welcome, Introductions	Donkin	-
2	3:05-3:06	Approval of Business Meeting Agenda	Donkin	1
3	3:06-3:07	Approval of 2026 Spring Meeting Minutes	Anderson	2-7
4	3:07-3:15	Chair's Interim Actions & Executive Committee Report	Donkin	8-14
5	3:15-3:20	Treasurer's Report	Kelly	15-16
6	3:20-3:25	Election of Officers and Committee Assignments	Hess	17-18
7	3:25-3:45	Administrative Advisor Openings	Hess	19-22
8	3:45-4:30	Discussion of New and Emerging Issues • USDA Terms and Conditions • OMB Uniform Guidance • USDA Reorganization • FAIR Model	All	 23-25 26-32 33-37 38-39
9	4:30-4:40	Upcoming Meetings • agInnovation Annual Meeting • WRJSM with WRAOM	 Kelly Horton	 40 41
10	4:40	Adjournment of business meeting	All	
11	4:40-4:50	Freshen up before dinner	All	
12	4:50-5:00	Relocate for dinner	All	
13	5:00-8:00	Dinner at WSW Steakhouse (0.2 miles)	All	

Item 3.0
Agenda Item: 2026 Spring Business Meeting Minutes
Presenter: Jodie Anderson
Action: Approval

Virtual Spring Meeting
March 10-11, 2026
3-5 pm PT each day

Attendance- Jodie Anderson, Elizabeth Stulberg, LBA Guest, Rachel Leon Guerrero, Holly Neibergs, Leslie Edgar, Darrin Boss, Frank Camacho, Paul Johnson, Chris Pritsos, Glenda Humiston, Bret Hess, Kevin Olival, Jay Lillywhite, Lara Prihodko, Scot Hulbert, Sreekala Bajwa, Gene Kelly, Manoj Nair, Jennifer Horton (recording secretary).

I. **Welcome/Introductions-** Shawn welcomed members and asked all attending to briefly introduce themselves since there were a couple new to the association and for Elizabeth's benefit.

II. **Approval of virtual business meeting agenda-** Leslie moved to approve the business meeting agenda. Jodie seconded the motion. Motion passed unanimously.

III. **Approval of 2025 Fall Meeting Minutes-** Chris moved to approve the fall meeting minutes as presented. Frank seconded the motion. Motion passed unanimously.

1. **State of Play in DC-** Elizabeth shared updates from presentation (inserted below). Bret asked – around the time the farm bill passed last time a framework was released by Senator Boozman. Now that the House Committee has passed their version of the Farm Bill, has there been any movement on the Senate side? Elizabeth replied that Carl Anderson in Boozman's office indicated that they had already released a framework, which was inferred that there was no text in the form of a bill yet. Bret then asked if there is any idea of when to expect the Presidents proposed budget? Elizabeth estimated April and same as last year. Sreekala asked if there are a lot of turnover in Congress? Elizabeth shared it is a challenge and opportunity. New people give the opportunity for a good first impression. The challenge is that as new members they don't have the best appropriation positions.

LBA Presentation 2026.pdf

IV. **Chair Interim Actions and Executive Committee Report** Shawn presented the one-page report, indicating that the amount of work performed by the Executive Committee may not be reflected well when their efforts are reduced to a list. Jodie moved to approve the interim actions and executive committee report as presented. Glenda seconded the motion. Motion passed unanimously.

V. **Treasurer's report**

a. 2025 Year End Financials

Income-Overall the total anticipated annual assessments were down because we waived $6,634.90 for the 2024 Arizona dues and have not yet collected Arizona or California's assessments. This $16,514.70 will be reflected as an addition to the FY26 budget.

The association event's income was higher than anticipated, but registration costs were set to cover costs. We worked with the National Ag Law conference for their meeting in Reno. The NERAOC conference was closed out and will be removed from our books for FY26. Other types of income included the close out funds of IYRP. The check was written from the agInnovation- West checkbook and we transferred funds to cover the check. agInnovation-NE asked us to help with agInnovation swag. APLU transferred startup funds to agInnovation-West and we transferred those funds to agInnovation.
Actualized income for FY2025 is $676,373.02.
Expenses- We budgeted sponsorship for ACE but never sponsored. We are planning on sponsoring our communicators at ACE for FY26. Business registration fees include our year-end state of Wyoming filing, and annual fees to Hawaii to become a vendor. Accounting fees should remain the same for FY26 unless our accountants increase their fees. Outside contract services were never used. The cost to build our new website was less than budgeted.
Postage and mailing were less than expected. No office equipment was purchased. Software and software subscriptions were slightly over budget because we got a discount to pay for the annual QuickBooks subscription in full. Supplies were under budget. Telephone and Internet were less because of Jenn's maternity leave.
Association swag was significantly more because W-APS decided they wanted agInnovation swag. Other expenses were the APLU funds for agInnovation.
Association meetings covered the costs associated with the summer meeting in Laramie and group dinners for the year. Other Events included a reimbursement of $60 for the CRCC, Civil Rights Compliance Collaborative- a meeting we helped host and the National Ag Law Conference. $2,000 for the agInnovation meetings is the deposit for Grand Junction, our Fall agInnovation meeting location. NERAOC accounts have been closed out and carryover funds transferred to Kansas City as the next host.
Guest meeting and travel covered the travel costs for the 1994 participants who were not covered by WRDC to attend NERAOC. Guest meeting and travel also covered the cost for the western region communicators dinner and group activity at NERAOC. Registration fees included 3 APLU meetings, WROAM in Arizona for Bret, WWN and the Western Governor's Winter meeting. Bret traveled a lot less than anticipated.
Actualized expenses for FY2025 are $621,482.86. The profit for FY25 is $54,890.16, but again, we recovered some of the deficit from last year with NERAOC registrations. Jodie moved to approve the 2025-year end financials. Leslie seconded the motion. Motion passed unanimously.

b. 2026 Proposed Budget

Income- Membership income has increased to reflect the 2025 assessments of $16,514.70 that were rolled into 2026. Association Income will cover the Western Region Joint Summer Meeting in Hawaii, WRAOM conference in Las Vegas, the National Ag Law Conference and our Fall 2026 agInnovation national meeting for a total income of $190,000. Total revenue is projected at $293,604.18.

Expenses- Business sponsorships include sponsoring our western region communicators at ACE 2026 and NCFAR's reception on the Hill. We have budgeted for the potential need for a moderator as we continue to work on our AWE. Business registration fees, accounting fee and website management have been budgeted for a slight increase as costs continue to rise. Operation fees have also been budgeted at a slight increase for a total of $4,100. Association swag was budgeted at $6,000. Program expenses are budgeted to offset income. Travel costs reflect the anticipated travel expenses of guest speakers, registration fees and staff travel expenses. Total expenses are projected at $278.890.00. The profit margin is projected to be $14,714.18.
Leslie moved to approve the FY26 proposed budget. Jodie seconded the motion. Motion passed unanimously.

VI. **2026 agInnovation-West Goals-** Leslie presented the 2026 goals. Holly moved to approve the goals as presented. Jodie seconded the motion. Motion approved unanimously.

VII. **NRSP Program Description-** Bret shared that the goal is to have projects that are not necessarily focused on research but projects that enhance research capabilities in two different areas. The first are standing long-term and the second are emerging technologies. The long-term projects receive baseline funding. The emerging projects may be two 5-year cycles with the concept is that the projects will wean themselves off of the reliance of multi-state research funds in the first 1-2 cycles. The projects are funded from off the top multi-state research funds, which automatically includes respective state matching funds. In addition to a peer review there is a national research support project review committee (NRSP-RC) that conducts an independent review along with regional input before they provide a final recommendation. The second NRSP project that was on our original agenda received all negative peer reviews and therefore NRSP-RC decided not to move the project forward for regional consideration. Bret explained the review form that will help him complete the regional review.

B. NRSP_TEMP_12 Discussion- Following a presentation by NRSP_TEMP_12 leads, members took a poll to answer questions about the proposed project (see the attachment below). Due to time constraints, it was decided to resume discussion of the proposal at the opening of day two business meeting.

2026 NRSP-12 presentation - west sł

C. Adjourn for the day

Day Two- Wednesday, March 11th

Attendance- Jodie Anderson, Shawn Donkin, Bret Hess, Manoj Nair, Lara Prihodko, Paul Johnson, Glenda Humiston, Gene Kelly, Frank Camacho, Jay Lillywhite, Chris Pritsos, Sreekala Bajwa, Scot Hulbert, Leslie Edgar, Holly Neibergs, Kevin Olival, Jennifer Horton (recording secretary).

I. **Welcome-** Shawn welcomed members back to the virtual spring meeting, day two.

II. **NRSP_TEMP_12-** Shawn opened the meeting with a straw poll. Glenda shared that this is a critically important subject matter. The proposal is not well designed, broad base, and poorly articulated with a high budget. Gene agrees that the topic is critically important, but the proposal needs to focus on the fundamentals of urban science. They could include strong partners that are already working with a team that is strong in the subject matters such as Cornell. This is not the right team to bring this project forward. Scot shared that his feedback years ago was to include more research into the project and that still has not been incorporated. Jodie shared that the budget is too high for a date clearing house. There are groups that are doing great work and none of them are included in the project. The proposal is too broad; they need help focusing on the scope. A final vote was made to unanimously disapprove. Leslie moved to sunset the project and not accept any revisions. Jodie seconded the motion. Motion carried. Gene agreed to carry comments forward to NRSP_TEMP_12 Team.

III. **Upcoming Meetings**

a. **Western Region Joint Summer Meeting-** Kevin invited everyone to join us in Hilo, Hawaii on June 22-25, 2026. See the save the date card for a link to complete details. Kevin provided a brief overview of the agenda.

b. **AgInnovation Annual Meeting-** Gene shared that we will be in Grand Junction, September 21-24, 2026. Gene shared a high-level overview; the proposed theme is "Inspiring Solutions to Tomorrow's Challenges". Gene would like to focus on water, different funding models, advocacy, philanthropy, coalitions & resource sharing, and policy redirection.

c. **Western Region Joint Summer Meeting 2027-** Jenn shared that Rachel has volunteered to host the summer meeting in Guam. To get support and have a large enough meeting we need to guarantee attendance to get a room block with a local hotel. We have also received feedback that our WRAOM (admin officers) really enjoyed being able to meet with their directors. The summer meeting is usually late June, WRAOM is early October and if we meet in the middle, we are looking at the last week In July. This was the recommended time frame from Rachel. By combining the two meetings we would build an important business agenda for everyone. Glenda encourages all members to make the effort to travel to the islands because they always travel to us. WRAOM is in favor of moving their meeting to the summer. This would also

hopefully enable more attendance from NIFA. The directors are supportive of the joint meeting for 2027.

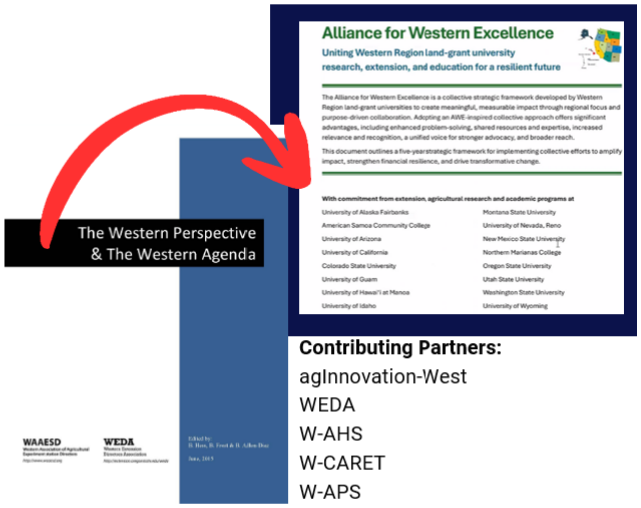
IV. **Alliance for Western Excellence-** Shawn shared how we have gotten to where we are. A poll was conducted with unanimous approval of the AWE document.

WESTERN REGION

ALLIANCE FOR WESTERN EXCELLENCE

HOW DID WE GET HERE?

- The Western Agenda was finalized in 2015.
- 2024- The region decided to update the Western Agenda
- Facilitated Sessions - June 2024, Fairbanks Alaska
- Survey collected input on relevant content in the Western Agenda
- Chairs of agInnovation-West, W-APS and WEDA developed workshop for WRJSM 2025
- Workshops held at WRJSM 2025- Laramie Wyoming
- Steering committee compiled workshop results and drafted AWE
- January 30, 2026 AWE document accepted by steering committee after acceptance by W-APS, agInnovation-West and WEDA



Contributing Partners:
agInnovation-West
WEDA
W-AHS
W-CARET
W-APS

Steering Committee: Jennifer Alexander, Jacob DeDecker, Nancy Deringer, Shawn Donkin, Doreen Hauser-Lindstrom, Bret Hess, and Alda Norris

Bret shared that the steering committee would like all of the regional associations to work on the same set of implementation questions. The purpose of the virtual workshop will be to determine what agInnovation- West prioritizes as collective actions and possible steps for implementation.

We have taken the input from those who have responded and built a series of polls to identify clear intension on implementations goals. We can build upon this at the summer meeting. Bret proposed that the group review the first 4 collective actions.

Bret will share poll results as soon as the meeting concludes. Members will have the opportunity to review and analyze results. **Poll results linked below**

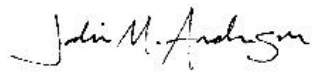
Spring%20Meeting%20AWE%20Poll%20R

V. Members Check in-

Kevin shared that Hawaii was just notified of a NIFA civil rights compliance review and were allowed to choose the old or new format. Oregon also started a NIFA compliance review but under the new format. Shawn shared that NIFA has adapted to the new administration, but there is a disconnect between the narrative and worksheet. In response to a separate question, Bret shared that NOFO for RFA is estimated in May. Jodie shared that NIFA was very stringent on the compliance training and needing full details on how many people read the newsletter, who attended, etc. Jodie shared that there is a regional meeting called CRCC-Civil Rights Compliance Collaborate. Jenn will share the information for this year's meeting as soon as she receives it. Frank asked if the extension review is similar to a research review. Jodie shared that the research review is more focused on students and lab space. Shawn shared that the advisory boards portion are similar. Sreekala shared that MSU developed a voluntary survey. NIFA shared as long as the data was shared with the advisory board that was sufficient. Another learned lesson was any public facing communication, digital or printed, need to include equal opportunity hire, ADA compliance and language accessibility. Even if it is a small postcard. If you are using an abbreviated language the font size must match. If your state is reporting more than five people not proficient in English, you must have language accessibility available. Two requirements that are being removed are parity and language accessibility. Lara shared that the challenge is what do you continue to track, not knowing what will be required in the future. Shawn also noted there new requirements for accepting funding outlined in the General Terms and Conditions. Bret indicated that we are still waiting on the agency for more streamlined guidance regarding the new terms and conditions. Gauging the conversation was over, Shawn called for the meeting to end.

VI. Meeting Adjourned

Respectfully submitted on March 26, 2026, by Jodie Anderson, Secretary



Item 4.0
Agenda Item: Chair's Interim Actions and Executive Committee's Report
Presenter: Shawn Donkin
Action: Approval

Chair's Interim Actions and Executive Committee's Report

Inquired about a letter of support for certain APHIS programs that are research-related.

Executed a contract to host next summer's meeting on July 26 through 29, 2027 at the Hyatt Regency Guam.

Provided research questions for a WRDC postdoctoral fellow to consider.

Hosted a virtual meeting for members to learn about WRDC and to request nominations for contributors to AWE collective actions.

Provided feedback to the WRDC director regarding their presentation to agInnovation- West and potential for future engagement.

Recommended members to nominate for a workshop to be hosted by the Alda Center for Communicating Science.

Continued to develop strategies for implementing AWE collective actions.

Signed on to a community letter to House and Senate Agriculture and Appropriations Committees outlining concerns at USDA REE and requesting Congress conduct the necessary oversight to protect this critical investment in American agriculture (attached to this brief).

Declined to sign on to community letter in support of the Organic Agriculture Research Extension Initiative (OREI) and the Organic Transitions Program (ORG) in the farm bill.

Approved the agenda for the summer business meeting.

June 8, 2026

The Honorable G.T. Thompson
Chairman, House Committee on Agriculture
United States House of Representatives
Washington, DC 20515

The Honorable John Boozman
Chairman, Senate Committee on Agriculture, Nutrition, and Forestry
United States Senate
Washington, DC 20510

The Honorable Angie Craig
Ranking Member, House Committee on Agriculture
United States House of Representatives
Washington, DC 20515

The Honorable Amy Klobuchar
Ranking Member, Senate Committee on Agriculture, Nutrition, and Forestry
United States Senate
Washington, DC 20510

RE: Regarding Restructuring the USDA Research, Education, and Economics (REE) Mission Area

Dear Chair Thompson, Ranking Member Craig, Chair Boozman, and Ranking Member Klobuchar,

The undersigned organizations, representing farmers, ranchers, agricultural scientists, land-grant universities, commodity groups, agribusinesses, and food producers across the country, write to express our concerns about actions taken within the U.S. Department of Agriculture's Research, Education, and Economics (REE) mission area over the past year. We strongly support the goals of strengthening American agricultural competitiveness, lowering food and production costs for farmers and consumers, and securing our nation's food supply against both natural threats and foreign adversaries. It is precisely because we share these goals that we must raise these concerns. The disruptions detailed below directly undermine the agricultural research enterprise that underpins American farmers' productivity, profitability, and global leadership.

The REE mission area – comprising the Agricultural Research Service (ARS), the National Institute of Food and Agriculture (NIFA), the Economic Research Service (ERS), and the National Agricultural Statistics Service (NASS) – is the backbone of American agricultural innovation. For farmers and ranchers, federal food and agricultural research translates directly into better seeds, more effective pest management, lower input costs, and the agronomic knowledge that keeps American producers competitive in global markets. Just as critically, USDA research safeguards the quality and safety of the food supply itself, increasing yields, advancing pathogen reduction, improving post-harvest handling, strengthening processing technologies, and ensuring that the nutritional value of crop and livestock products is maintained from farm to consumer.

This research is not an academic exercise; it is the practical science that helps corn growers in Iowa increase yields per acre, enables cattle ranchers in Texas to manage

drought conditions, and equips fruit growers in California to combat invasive pests. America's agricultural global dominance is not an accident; it is the earned result of decades of sustained, strategic federal investment in research and science. To weaken it now is to cede ground to our competitors at precisely the moment we can least afford to do so.

We respectfully urge Congress to examine the following actions and their consequences for American agriculture:

1. Staff Losses Across the REE Mission Area and the Expertise Lost with Them

According to a December 2025 report by USDA's own Office of Inspector General (OIG Report 25-064-01), USDA lost 20,306 employees between January 12 and June 14, 2025, roughly 18 percent of the department's entire workforce, in just five months. Within the REE mission area, the losses were even more severe in proportional terms:

- ARS lost 1,647 employees — 23 percent of its workforce;
- NIFA lost 169 employees — 35 percent of its workforce;
- ERS lost 84 employees — 29 percent of its workforce; and
- NASS lost 275 employees — 34 percent of its workforce.

Many of these vacated positions have not been refilled, representing a concerning hollowing-out of the scientific and technical workforce that took decades to build. The numbers alone do not capture what has truly been lost. Every departing ARS scientist, ERS economist, and NIFA program officer carried with them years, often decades, of specialized expertise in areas including crop genetics, livestock health and development, soil science, food safety and nutrition, pest and disease management, agricultural economics, innovative food processing, and natural resource management. This institutional knowledge built over years is not transferable to new hires overnight, and in many cases, it cannot be reconstructed at all.

2. REE Reorganization and Proposed ARS Lab Closures

We are deeply concerned by the recent USDA announcement to reorganize the REE Mission Area, proposing to relocate REE researchers and staff and to close, consolidate, or relocate research programs and laboratories. The permanent closure or significant downsizing of ARS labs and facilities would represent an irreversible loss, not just of physical infrastructure, but of ongoing research programs whose value compounds over time. Once these programs are ended and their scientists dispersed, they cannot be reconstituted at a later date.

We have direct evidence, from USDA's own documented history, of precisely what kind of disruption these relocation efforts could cause at REE. In 2019, USDA relocated ERS and NIFA headquarters from Washington, D.C. to Kansas City, Missouri. GAO documented the consequences (GAO-23-104709 and GAO-22-104540):

- Between 40 and 60 percent of staff at both agencies departed rather than relocated.
- Before the move, 84 percent of ERS staff and 82 percent of NIFA staff had been with their agencies for more than two years, while after the move, only 34 percent of ERS and 21 percent of NIFA staff had been there for more than two years.
- ERS's output of research reports and journal articles fell by roughly half; NIFA's grant processing times increased substantially.

The loss of managerial experience was so severe that it directly impaired the agencies' ability to make hiring decisions to rebuild. It took both agencies approximately two full fiscal years to recover workforce numbers and years more to rebuild institutional knowledge and expertise. The most recent reorganization announcement could dwarf that of 2019 as it is occurring not at two agencies, but across the entire REE mission area simultaneously.

3. Delayed Distribution of Congressionally Appropriated Research Funds

Congress annually appropriates funds to support food and agricultural research at federal research laboratories, land-grant universities, and other research institutions nationwide. These funds have experienced significant delays in distribution, disrupting ongoing research projects, forcing reductions in university research workforces, and causing researchers to lose critical momentum on multi-year projects that directly support farmer productivity and rural economies.

Capacity grants, which provide stable, foundational support for state agricultural experiment stations and cooperative extension services, are particularly vital to ensuring that federally supported research reaches farmers at the local level. There have also been significant delays in ARS research distribution, and many of the requests for applications for the FY 2025 NIFA competitive grant programs were delayed or even consolidated with the funds from other fiscal years. Delays cascade quickly: graduate students lose funding, faculty positions go unfilled, and multi-year field experiments are jeopardized or abandoned. When those experiments end, the data they could have generated – data that lowers production costs, improves yields, and builds resilience – is simply gone.

Compounding these delays, USDA has issued a series of ambiguous, unclear, and at times contradictory directives that have created additional confusion and uncertainty across the research community. The resulting confusion has delayed project launches, strained university legal and compliance offices, and in some cases prompted institutions to pause or decline federal funding rather than risk noncompliance with provisions they cannot interpret. The practical effect of these unclear directives has been to further slow the delivery of research results that farmers, ranchers, and rural communities are counting on.

Our Request to Congress

We are not asking Congress to choose between efficiency and investment. We are asking Congress to ensure that in pursuing efficiency, we do not inadvertently diminish the federal research ecosystem that generations of American farmers, taxpayers, and policymakers have built, and that America's agricultural competitors would gladly like to see dismantled. Specifically, we respectfully urge you to take immediate action to:

- Require USDA to provide a comprehensive public accounting of all REE workforce reductions since January 2025, including agency, scientific discipline, years of federal service, and current vacancy status, along with a concrete plan and timeline for workforce rebuilding, specifically in the proposed new location;
- Hold hearings on the proposed closure or consolidation of ARS facilities and programs, and require full cost-benefit analyses before any closure decisions are finalized;
- Conduct oversight hearings on the operational status of NIFA grant distribution and require USDA to release all appropriated intramural, capacity, and competitive grant funds without further delay, with a full public accounting of any delays; and
- Direct USDA to engage cooperatively and transparently with the research community to resolve ambiguities in USDA directives and to ensure that compliance standards are clear, consistent, and workable for grantees.

American farmers are the most productive in the world because the United States thoughtfully made sustained, strategic investments in agricultural research over more than a century. That research does not benefit researchers alone – it benefits every farmer planting a more resilient variety, every rancher managing a healthier herd, every rural community anchored by a thriving agricultural economy, and every American consumer who benefits from an affordable, nutritious, and safe food supply. Protecting and strengthening federal agricultural research is not a partisan issue, it is a matter of farm profitability, food security, national competitiveness, biosecurity, and the long-term vitality of rural America.

We are grateful for Congress's ongoing attention to these issues and stand ready to work with you to ensure that the federal agricultural research enterprise remains strong, well-funded, and fully operational.

CC: The Honorable Tom Cole, Chair, House Appropriations Committee
The Honorable Rosa DeLauro, Ranking Member, House Appropriations Committee
The Honorable Susan Collins, Chair, Senate Appropriations Committee
The Honorable Patty Murray, Ranking Member of the Senate Appropriations Committee

Respectfully submitted,

agInnovation North Central
agInnovation Northeast
agInnovation South
agInnovation West
Agricultural & Applied Economics Association
American Association of Mycobacterial Diseases
American Association of Veterinary Medical Colleges
American Dairy Science Association
American Geophysical Union (AGU)
American Institute of Biological Sciences
American Malting Barley Association
American Society for Horticulture Science
American Society for Microbiology
American Society for Nutrition
American Society of Agronomy
American Society of Plant Biologists
American Statistical Association
Aquatic Plant Management Society
Association of 1890 Research Directors
Biological Products Industry Alliance (BPIA)
Breakthrough Institute
Carbon180
Center for Women's Policy and Agricultural Innovation (CWPAI)
Crop Science Society of America
Distillers Technology Council
Ecological Society of America
Entomological Society of America
Federation of American Societies for Experimental Biology (FASEB)
Friends of the US Dairy Forage Research Center
Mycological Society of America
National Association of Wheat Growers
National Barley Growers Association
National Barley Improvement Committee
National Farmers Union
National Potato Council
National Sunflower Association
National Sustainable Agriculture Coalition
National Wheat Improvement Committee
North American Millers' Association
North Central Weed Science Society
Northeastern Weed Science Society
Organic Farming Research Foundation

Society of American Foresters
Soil Science Society of America
Southern Weed Science Society
Synergistic Hawaii Agriculture Council
The Good Food Institute
The Nature Conservancy
USA Pulses
Weed Science Society of America
Western Society of Weed Science

agInnovation-West Budget FY 2026

Revenues	Budget FY26	January	February	March	April	May
Annual Assessments						
Membership Dues	$ 103,604.18	$ 16,514.70	$ 16,514.70	$ 16,514.70	$ 58,463.51	$ 73,880.13
Total Annual Assessments	**$ 103,604.18**	**$ 16,514.70**	**$ 16,514.70**	**$ 16,514.70**	**$ 58,463.51**	**$ 73,880.13**
Event Income						
Association Event Income	$ 50,000.00	$ 6,988.80	$ 10,483.20	$ 28,198.82	$ 49,456.20	$ 66,553.88
WRAOM	$ 20,000.00					
Other Event Income	$ 30,000.00					
Event Sponsorships and Grants	$ -					
agInnovation Fall Meeting	$ 90,000.00					
Total Event Income	**$ 190,000.00**	**$ 6,988.80**	**$ 10,483.20**	**$ 28,198.82**	**$ 49,456.20**	**$ 66,553.88**
Other Types of Income						
SWAG & apparel	$ -	$ 177.93	$ 177.93	$ 177.93	$ 177.93	$ 177.93
Miscellaneous Revenue	$ -					
Services (UNR Inkind)	$ -					
Total Other Types of Income	**$ -**	**$ 177.93**	**$ 177.93**	**$ 177.93**	**$ 177.93**	**$ 177.93**
Total Revenue	**$ 293,604.18**	**$ 23,681.43**	**$ 27,175.83**	**$ 44,891.45**	**$ 108,097.64**	**$ 140,611.94**
Expenses						
Business Sponsorships (NCFAR & ACE)	$ 5,000.00				$ 3,300.00	$ 3,300.00
Business Registration Fees	$ 40.00	$ 27.25	$ 27.25	$ 27.25	$ 27.25	$ 27.25
Total Business Expenses	**$ 5,040.00**	**$ 27.25**	**$ 27.25**	**$ 27.25**	**$ 3,327.25**	**$ 3,327.25**
Contracted Services						
Accounting Fees	$ 750.00		$ 14.78	$ 14.78	$ 14.78	$ 754.78
Outside Contract Services	$ 10,000.00					
Web Management	$ 3,000.00					
Total Contracted Services Total	**$ 13,750.00**	**$ -**	**$ 14.78**	**$ 14.78**	**$ 14.78**	**$ 754.78**
Operations						
Postage, Mailing Service	$ 300.00					
Office Equipment	$ 500.00					
Software and Software Subscript	$ 1,800.00		$ 810.00	$ 810.00	$ 1,086.00	$ 1,086.00
Supplies	$ 600.00				$ 87.68	$ 87.68
Telephone and Internet	$ 900.00					
Total Operations	**$ 4,100.00**	**$ -**	**$ 810.00**	**$ 810.00**	**$ 1,173.68**	**$ 1,173.68**
Other Types of Expenses						
Association SWAG	$ 6,000.00					
Other Types of Expenses	$ -					
Total Other Types of Expenses	**$ 6,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Program Expenses (off set costs)						
Association Meetings Spring, Summer, Fall	$ 50,000.00			$ 5,486.25	$ 9,971.92	$ 11,232.83
WRAOM	$ 20,000.00					
Other Events Conferences	$ 30,000.00					
agInnovation Meetings	$ 90,000.00					
NERAOC	$ -					
Total Program Expenses	**$ 190,000.00**	**$ -**	**$ -**	**$ 5,486.25**	**$ 9,971.92**	**$ 11,232.83**
Travel						
Guest Travel & Meetings	$ 5,000.00				$ 168.07	$ 225.32
Registration Fees- Conference, Convention, Meeti	$ 10,000.00	$ 1,975.00	$ 1,975.00	$ 1,975.00	$ 1,975.00	$ 2,475.00
Staff Travel	$ 45,000.00	$ 1,592.63	$ 5,984.99	$ 11,031.40	$ 12,583.64	$ 13,633.34
Total Travel and Meetings	**$ 60,000.00**	**$ 3,567.63**	**$ 7,959.99**	**$ 13,006.40**	**$ 14,726.71**	**$ 16,333.66**
Total Expenses	**$ 278,890.00**	**$ 3,594.88**	**$ 8,812.02**	**$ 19,344.68**	**$ 29,214.34**	**$ 32,822.20**
Profit/Loss	**$ 14,714.18**	**$ 20,086.55**	**$ 18,363.81**	**$ 25,546.77**	**$ 78,883.30**	**$ 107,789.74**
Bank Statement Balance		$ 239,151.35	$ 237,428.61	$ 244,611.57	$ 297,948.10	$ 326,854.54

agInnovation-West

A/R Aging Detail Report

As of Jun 3, 2026

DATE	TRANSACTION TYPE	NUM	CUSTOMER FULL NAME	DUE DATE	AMOUNT	OPEN BALANCE
CURRENT						
04/01/2026	Invoice	1126	Hawaii	06/30/2026	5,238.17	5,238.17
04/01/2026	Invoice	1127	Arizona	06/30/2026	6,634.90	6,634.90
04/01/2026	Invoice	1130	Colorado	06/30/2026	8,266.57	8,266.57
04/01/2026	Invoice	1132	Guam	06/30/2026	4,259.75	4,259.75
04/01/2026	Invoice	1137	Northern Marianas	06/30/2026	1,200.00	1,200.00
04/01/2026	Invoice	1138	New Mexico	06/30/2026	5,308.54	5,308.54
Total for CURRENT					**$30,907.93**	**$30,907.93**
TOTAL					**$30,907.93**	**$30,907.93**

Item 6.0
Agenda Item: Election of Officers and Committee Assignments
Presenter: Bret Hess
Action: Approval

2027 agInnovation- West Officer Nominations

agInnovation- West Past-Chair
Shawn Donkin

agInnovation- West Chair
Leslie Edgar

agInnovation- West Chair-elect
Gene Kelly

agInnovation- West Secretary
Jay Lillywhite (2-year term)

agInnovation- West Treasurer
Jodie Anderson (3-year term)

agInnovation- West Executive Committee At-Large
Kevin Olival
Paul Johnson

2027 agInnovation- West Regional Committee Appointments

Western Regional Aquaculture Center
Shawn Donkin

Western Region MRC
Frank Camacho
Lara Prihodko
Holly Neibergs
Troy Bauder

2027 Regional Committee Vacancies

Western SARE Administrative Council
Milan Shipka as Director Emeritus

Western Region Rural Development Center
Bret Hess (regional EDs are permanent BOD members)
Jodie Anderson (2024-2026)
Darrin Boss (2026-2028)

2027 agInnovation Appointments

Chair-elect

Gene Kelly (national chair term begins in September)

Executive Committee Members

Shawn Donkin (senior member, representative on Executive Committee)
Bret Hess as ED and Alternate

Chair's Advisory Committee

Gene Kelly, agInnovation Chair
Bret Hess, Executive Vice Chair of agInnovation and STC

Budget & Legislative Committee

Sreekala Bajwa
Shawn Donkin

Science & Technology Committee

Gene Kelly
Lara Prihodko
Bret Hess as Executive Vice Chair

NRSP-RC

Gene Kelly (2026-2030)

National Plant Germplasm Coordinating Committee

Sieglinde Snapp
Bret Hess as Executive Vice Chair

ACOP Liaison

Bret Hess representing agInnovation

Item 7.0
Agenda Item: Administrative Advisor Openings
Presenter: Bret Hess
Action: Recommendations

AA Project Leaders Needed 6.12.26

ag-West-6 Arizona-1 Alaska-0 CA-1 Colorado-5

Hawaii-0 Idaho-2 Montana-6 N.Marianas-1 Nevada-4

NM-2 Oregon- 7 Utah- 5 Washington-5 Wyoming-0

Am S.- 0 Guam-1 Micro-0 OPEN- 15

1	**WERA1053**	**Urban Agriculture and Food Systems**	Walter T. Bowen (HI)- retired	10/01/2023 - 09/30/2028
2	**W5188**	**Soil, Water, and Environmental Physics to Sustain Agriculture and Natural Resources**	Walter T. Bowen (HI)- retired	10/01/2024-9/30/2029
3	**W5171**	**Germ Cell and Embryo Development and Manipulation for the Improvement of Livestock**	Ken White- stepped down Derek McLean	10/01/2024-9/30/2029
4	**WERA89**	**Potato Virus and Virus-Like Disease Management**	Mark McGuire (ID)	10/01/2026 - 09/30/2031
5	**W4009**	**Integrated Systems Research and Development in Automation and Sensors for Sustainability of Specialty Crops**	Qin Zhang (WA)- retired	10/01/2023 - 09/30/2028
6	**W5186**	**Variability, Adaptation and Management of Nematodes Impacting Crop Production and Trade**	Isgouhi Kaloshian - retired Parwinder Grewal	10/01/2023-9/30/2028
7	**WERA1021**	**Spotted Wing Drosophila Biology, Ecology, and Management**	Eric Webster (WY)- retired	10/01/2022 - 09/30/2027
8	**W5185**	**Biological Control in Pest Management Systems of Plants**	Sanford D Eigenbrode (ID)- retired	10/01/2022 - 09/30/2027
9	**WERA1008**	**The Rangelands Partnership as a Community of Practice**	Barbara Petty (ID)- Retiring	10/01/2026-09/30/2031
10	**W5002**	**Nutrient Bioavailability--Phytonutrients and Beyond**	David R Gang (WA)	10/01/2022 - 09/30/2027
11	**W3193**	**Poisonous Plants: Impact, Ecology, and Management**	Greg Cuomo (UT)- Moved	10/01/2025-09/30/2030
12	**W5147**	**Managing Plant Microbe Interactions in Soil to Promote Sustainable Agriculture**	Scot H Hulbert (WA)- Retired	10/01/2023 - 09/30/2028
13	**WERA1025**	**Mental Health and Nutrition Network**	Amanda Marney (WY)- Moved	10/01/2024-9/30/2029
14	**WERA77**	**Managing Invasive Weeds in Wheat**	Scot H Hulbert (WA)- Retired	10/01/2024-9/30/2029
15	**W6**	**Management and Utilization of Plant Genetic Resources and Associated Information**	Scot H Hulbert (WA)- Retired Sieglinde Snapp	10/01/2026 - 09/30/2031

Checklist for Administrative Advisors
To
Multistate Research Activities

Project Background:

___ As AA have I reviewed the multistate research portfolio for potential duplication of research project activities.

___ Have I familiarized myself with the nature and the purpose of the regional activity? Have I reviewed the history of the research project activity including consultations with the previous administrative advisor(s) and the NIFA representative? Am I acquainted with the project's website?

___ Are the overall project objectives congruent with regional and national research priorities and program plans? Does the proposed activity fit within the NIFA strategic plan? Do the regional committee activities support the project objectives?

___ Does the project activity demonstrate a level of interdependence in its approach? Is there evidence that the investigators are working together on each objective, or is the work simply a collection of individual investigators conducting research without some demonstrated level of dependence? As AA have you discussed and reinforced the need for demonstrating interdependence in the preparation of annual reports and the SAES 422.

___ In reviewing the outcomes of the proposed activity, are they achievable? Has achievability been discussed with the committee?

Meetings:

___ Have I as Administrative Advisor (AA) authorized the planned regional meeting using the NIMSS paperless environment, 60-90 days prior to the planned meeting or activity? Has the SAES-422 annual report for the previous year been entered into NIMSS?

___ Has an agenda been developed and posted to all participants prior to the regional meeting?

___ How can I assist the regional committee leadership with the preparation of the meeting agenda? Is the agenda built around the project's objectives?

___ Am I going to attend the project's annual meeting? If not, who will take my place?

___ Have I encouraged the USDA/NIFA representative to attend the annual meeting? In the event that the USDA/NIFA representative cannot participate, have I discussed issues which need to be brought to the attention of the committee members?

___ Is there a strong commitment to the regional activity as evidenced by annual meeting attendance?

Reporting:

___ Has the committee developed a systematic approach for assuring timely submission of reports, authorizations for meetings and project revisions? Has the issue of timely submission of the minutes and annual report from the past annual meeting been discussed with the committee?

___ Have/Has the meeting minutes/SAES-422 annual report form been filed within 60 days of the annual meeting? For research projects, if the project number is scheduled to terminate, have I encouraged the committee to submit the termination report within 6 months of the termination date?

___ As Administrative Advisor, are you acting as an advocate in communicating the findings of the multistate activity? Is there someone that I, as AA, should be communicating with to make USDA, etc. aware of the research and its implications to regional and national needs?

___ Have I checked to see that an annual report has been completed for the past years activities, and properly conveyed?

___ When and where possible the Administrative Advisor can serve a much needed function in dissemination of the result of the multistate research activity into the hands of users.

___ Have I encouraged publications from the project?

Participation:

___ Are the membership and officer lists current? If not, have I contacted the appropriate people to update them?

___ Has the regional project sought to broaden its participation with other scientists working in similar areas?

___ Are all scientists assigned to the research project activity contributing?

___ Are there other investigators from other disciplines that if brought into this project activity would increase the multidisciplinary nature of the activity, including extension faculty?

___ When new members join the regional project activity, have I spend time acquainting them with the project activity.

Funding:

___ Have the scientists engaged in the multistate activity shown any interest or success in seeking and finding supplemental funding to enhance selective objectives of the project?

Reviews:

___ If the project for which I am AA is up for midterm review (3rd year of the project), have I submitted the AA evaluation of the project?

New Projects Only:

___ Have potential officers on the new committee been established?

___ Has a writing committee been established to begin writing the new proposal? Am I providing guidance to that committee?

___ Have I invited all station directors (both regional and national) to add participants to the new proposal?

___ For a project if retention of the project number is requested, does the justification meet specifications of the guidelines.

___ Has the new proposal been submitted as final in NIMSS by the appropriate deadline?

___ Have I transmitted the RCIC comments to the committee for consideration?

___ Have I requested the name of the NIFA rep to the new committee through the Partnership Office?

Other:

___ When and where appropriate have I encouraged linking and meeting with similar multistate activities to expand collaboration? Western region committees and NIFA reps may be helpful in monitoring research progress and quality.

___ Have I recently gone over the Western Regional Guidelines for updates and changes?

___ Have I communicated the multistate research philosophy and procedures to my committee?

___ Are there any special concerns or developments that the committee needs to be aware of and if so, have I contacted them regarding these issues?

Item 8.1
Agenda Item: USDA Terms and Conditions
Presenter: All
Action: Discussion

U.S. DEPARTMENT OF AGRICULTURE

General Terms and Conditions for Federal Awards

Deviation #: 2026-USDA-0001-F

Effective Date: June 3, 2026

In applying the USDA General Terms and Conditions for Federal Awards (December 31, 2025) to this agreement, the following modifications shall be made:

1. The definition of "covered individual" below is added to Section 10.0, and the definition of "individual" is removed:

   "Covered individual" means:
   1. An individual who meets both of the following criteria:
      a. Contributes to the scientific development or execution of research, carried out as part of this USDA award, through any of the following responsibilities:
         i. Directing the overall scientific direction of the project;
         ii. Designing or critically evaluating key experiments or methodologies;
         iii. Interpreting primary research data or results;
         iv. Serving as a primary or senior author on publications resulting from the project;
         v. Exercising direct supervisory authority over research personnel working on the research project; or
         vi. Generating, handling, or having direct access to primary, pre-publication research data; proprietary materials; or critical, specialized methodologies essential to the project's execution.
      b. Is a principal investigator (PI), other senior or key personnel, or a researcher (including undergraduate, graduate, and postdoctoral students) who is not a USDA employee; or
   2. Any other individual who USDA specifically identifies in writing as a covered individual.

2. The definition of "foreign interest" below is added to Section 10.0:

   "Foreign interest" means a foreign person or foreign entity.

3. The definition of "foreign person" in Section 10.0 is replaced as follows:

   "Foreign person" means any natural person who is not a citizen, national, or lawful permanent resident of the United States.

4. The definition of "foreign ownership, control, or influence (FOCI)" below is added to Section 10.0, and the definition of "U.S. citizen or entity subject to foreign ownership, control, or influence (FOCI)" is removed.

"Foreign ownership, control, or influence (FOCI)" means a situation where the degree of ownership, control, or influence over the recipient or a covered individual by a foreign person or foreign entity that is a citizen or permanent resident of; representing; organized, chartered, or incorporated under the laws of; or otherwise substantially connected to a foreign adversary or foreign country of concern such that a reasonable basis exists for concluding that compromise to that foreign person or foreign entity of non-public research, development, scientific, or technological information associated with the Federal award may result.

5. Section 10.6 is replaced in full with the following:

10.6 Research Security Training

The recipient of a research award (whether an institution or individual) must either (1) certify that each covered individual working on the award has completed research security training (RST) or (2) otherwise ensure that each such covered individual certifies on their own behalf that they have completed RST. RST must have been completed either at the time of application, where applicable, or within the 12-month period immediately preceding the commencement of work on the award. Recertification must occur annually for the duration of the award. The required RST can be satisfied by utilizing the training made available by the National Science Foundation or the SECURE Center.

6. Section 10.7 is replaced in full with the following:

10.7 Foreign Ownership, Control, or Influence (FOCI) by a Country of Concern

By accepting the Federal award, the recipient (whether an institution or individual) certifies that neither itself nor any covered individuals are subject to FOCI. During the period of performance, if the recipient discovers that it or any covered individuals are subject to FOCI, it must report such discovery to the USDA awarding agency within five calendar days.

The recipient further agrees that neither itself nor covered individuals will, during the period of performance, enter into any subawards, contracts, or other agreements reasonably related to the Federal award, or otherwise provide any form of direct benefit (material or non-material) through work conducted under, in direct support of, or otherwise reasonably related to the Federal award, to any foreign adversary or foreign country of concern or any person or entity known to be subject to FOCI.

7. Section 10.8 is replaced in full with the following:

10.8 Disclosures

The recipient of a research award (whether an institution or individual) must ensure that all covered individuals have completed and certified the Common Forms (OMB Number

3145-0279) as directed by USDA using the USDA-designated forms in SciENcv. The recipient must ensure new covered individuals complete and certify the Common Forms prior to contributing to the award, and that existing covered individuals update and re-certify the Common Forms upon request by USDA during the term of the award, but no less than annually.

The recipient must provide any supporting documentation, including copies of contracts, grants, or any other agreements, specific to foreign appointments, employment with a foreign entity, participation in a foreign talent recruitment program (FTRP), and other information reported as current and pending support for all covered individuals. By accepting the award, the recipient certifies that they reviewed the documents provided by covered individuals for compliance with these terms and conditions and verified that the Common Forms are certified by the covered individuals to be current, accurate, and complete.

8. Section 10.9 is replaced in full with the following:

10.9 Malign Foreign Talent Recruitment Program

Covered individuals are prohibited from participating in malign FTRPs. Such prohibition does not extend to activities described in 42 U.S.C. 19232(d). Each covered individual must certify on the Common Forms (OMB Number 3145-0279) via SciENcv that they are not party to a malign FTRP and agree to an annual recertification for the duration of the award, in accordance with 42 U.S.C. § 19232(a). By accepting the Federal award, the recipient (whether an institution or individual) certifies that any covered individual is not participating, and has not participated within the past 10 years, in a malign FTRP as defined in 42 U.S.C. § 19237. The recipient acknowledges that the 10-year lookback period is a USDA-specific requirement based on its risk and stewardship assessments. The recipient must provide training on the risks of malign FTRPs to covered individuals.

Item 8.2
Agenda Item: OMB Uniform Guidance
Presenter: All
Action: Discussion

Key Issues within OMB Uniform Guidance Revision Proposal *[Docket OMB-2026-0034]*

June 1, 2026

On May 29th, the Office for Management and Budget (OMB) released a proposed rule to update the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards or Uniform Guidance (found at 2 C.F.R. § 200). This proposed rule would establish baseline requirements for federal programs including research grants. These requirements will govern how awards are issued, approved, managed, monitored, or canceled. Comments are due by Monday, July 13 at 11:59 PM EDT. OMB indicated it would like to issue a final rule that would put the proposal into effect at the beginning of the next fiscal year on October 1, 2026.

APLU will work with member institutions to continue to assess the proposal and provide comments to OMB in response. We also urge APLU members to also plan to send their own individual comments.

APLU has summarized some major issues that could impact member institutions. As APLU considers focus points for its comments please reach out to Debbie Altenburg, Vice President, Research Policy and Advocacy and Craig Lindwarm, Senior Vice President, Governmental Affairs with issues, questions, and feedback that may arise in your own institution's analysis.

Indirect Cost Reimbursement (IDCs)/ Facilities and Administrative (F&A) Reimbursements

There are no changes to the negotiation or calculation of indirect cost reimbursement rates in the proposal. In Section **IX. Indirect Cost Rates,** on page 121: "*In consideration of this legislative and report language, OMB is not proposing updates to the indirect cost rate negotiation system through this document." However, OMB indicates that it may consider issuing a request for information on this topic in the future.*

Additionally, on page 209 under "**§ 200.205 Federal agency merit review of proposals",** the proposal instructs federal agencies when awarding funds "*All else being equal, preference for discretionary awards should be given to institutions with lower indirect cost rates.*" This language is consistent with prior language included in Executive Order 14332—Improving Oversight of Federal Grantmaking from August 7, 2025.

Allowable and Unallowable Costs on Grants

The proposed rule, pages 253-260, outline several changes to allowable costs under grants. The list below is not exhaustive but highlights several with potential implications for public and land-grant universities:

Page 253 **§ 200.421 Advertising and Public Relations** - The proposed rule makes advertising and public relations costs broadly unallowable, with a few exceptions. Previously, allowable costs including advertising for personnel recruitment and communicating with the public about award accomplishments. These costs are no longer allowable.

Page 254 **§ 200.429 Commencement and Convocation Costs -** *"Costs incurred for commencements and convocations are unallowable."*

Page 255 ***§ 200.432*** **Conferences -** *"The costs for attending conferences are allowable only if participation in the conference is expressly approved by the Federal agency and included in the terms and conditions of the Federal award."*

Page 257 **§ 200.450 Lobbying -** Lobbying was already an unallowable charge but the definition is expanded to include among other activities including "(iii) Establishing, administering, contributing to, or paying the expenses of a voter registration campaign, voter registration drive, or any similar activity, or paying the expenses of another entity engaged in such activities;"

Page 275 **§ 200.454 Memberships, Subscriptions, and Professional Activity Costs -** *"(a) Costs of the recipient's or subrecipient's membership in professional, civic, business, and technical organizations are allowable if necessary to fulfill the award requirements. Such costs must receive prior written approval of the Federal agency. (b) Costs of the recipient's or subrecipient's subscriptions to business, professional, academic, and technical periodicals are unallowable."*

Page 258 in **§ 200.461 Publication and Printing Costs -** "*Except as provided in paragraph (b) of this section, publication costs (including page charges, article processing charges (APCs), or similar fees such as open access fees for professional journal publications and other peer-reviewed publications) are unallowable under Federal awards*." On page 259, these exceptions for allowable publishing costs under Federal awards are described as, "*for publication costs that are specifically required by Federal statute or approved in advance by the Federal agency on a case-by-case basis. A general requirement to make results publicly available must not be construed as authorizing publication costs.*"

Merit Review and General Proposal Procedures

The proposed rule makes numerous changes to the review processes federal agencies use to evaluate grant proposals. Peer review will still be considered but it will be only one factor in agency review of proposals for consistency with "law, agency priorities, and national interest." Highlights of new procedures and processes include:

On page 200 **§ 200.201 Use of grants, cooperative agreements, and contracts** – Fixed amount awards are prohibited**.**

On page 201 **§ 200.202 Program planning and design** – outlines factors agencies should incorporate when designing new grant programs:

- Subsection *e) Eligibility of entities for research and development awards* -requires agencies to apply "a domestic-first framework," under which national interests of the U.S. must be justified for international partnerships.
- Subsection *f) Multi-year awards*- encourages agencies to use multi-year funding
- Subsection *g) Awards for scientific research*- federal research agencies must categorize awards for scientific research as basic research, applied research, and/or experimental development consistent with the definitions in OMB Circular A-11, and communicate that categorization to the recipient in the terms and conditions of the Federal award. Section 200.329(e) also requires recipients to include this categorization in every scientific research performance report.

Page 204 **§ 200.204 Notices of funding opportunities** – all agencies are instructed to post all funding opportunities on Grants.gov. This section also lays out common elements for all agencies to use when posting funding opportunities. In addition, section 3 strongly encourages Statements of Interest (SOI); "*When a Federal agency anticipates receiving a large volume of applications, or where proposals are expected to be long and complex, the agency is strongly encouraged to request a Statement of Interest (SOI) as part of the notice of funding opportunity*."

If an SOI is used, the following is required: "*Following submission of SOIs, the Federal agency must review SOI proposals in accordance with § 200.205 to determine which applicants will be invited to submit full proposals. When utilizing a SOI process, Federal agencies must not compare any SOI submission against a full proposal, and may only review full proposals from applicants that are invited to submit a full proposal based on their SOI.* "

Page 204 **§ 200.204(a)(3) Notices of Funding Opportunities** - "*A NOFO should be drafted to reasonably allow for all applicants to compete and succeed against institutions that have historically received consecutive awards in prior years*"

Page 207 **§ 200.205 Federal agency review of merit of proposals -** Agencies must ensure that proposals selected for review are consistent with law, agency priorities, and national interest. These pre-issuance reviews must be conducted by senior agency appointees or their designees.

Section (b) Pre-issuance review – Senior appointees (or their designee) will use the following criteria for pre issuance reviews:

> *"(1) Discretionary awards must, where applicable, demonstrably advance the President's policy priorities.*
> *(2) Discretionary awards must not be used to fund, promote, encourage, subsidize, or facilitate:*
>
> > *(i) Racial preferences or other forms of racial discrimination by the recipient, including activities where race or intentional proxies for race will be used as a selection criterion for employment or program participation;*

(ii) Denial by the recipient of the sex binary in humans or the notion that sex is a chosen or mutable characteristic
(iii) Illegal immigration; or
(iv) Any other initiatives that compromise public safety or promote anti American values.

(3) All else being equal, preference for discretionary awards should be given to institutions with lower indirect cost rates.
(4) Discretionary awards should be given to a broad range of recipients. Research grants should be awarded to a mix of recipients likely to produce immediately demonstrable results and recipients with the potential for potentially longer-term, breakthrough results, in a manner consistent with the notice of funding opportunity.
(5) In performing activities under Federal awards, applicants should commit to complying with administration policies, procedures, and guidance respecting Gold Standard Science.
(6) Discretionary awards should include benchmarks for measuring success and progress towards relevant goals and, as relevant for awards pertaining to scientific research, a commitment to achieving Gold Standard Science. See also § 200.202(a).
(7) To the extent institutional affiliation is considered in making discretionary awards, agencies should prioritize an institution's commitment to rigorous, reproducible scholarship over its historical reputation or perceived prestige. For science grants, agencies should prioritize institutions that have demonstrated success in implementing Gold Standard Science".

***Section (d) Use of peer review** – "Nothing in this part must be construed to discourage or prevent the use of peer review methods to evaluate proposals for discretionary awards or otherwise inform agency decision making, provided that peer review recommendations remain advisory and are not ministerially ratified, routinely deferred to, or otherwise treated as de facto binding by senior appointees or their designees. Further, nothing in this part must be construed to create any rights to any particular level of review or consideration for any funding applicant except as consistent with applicable law".*

Page 210 ***§ 200.206 Federal agency review of risk posed by applicants -*** Federal agencies are instructed to establish and maintain policies and procedures for conducting a risk assessment of applicants before making award. Facts to consider in assessing applicant risk include: financial stability and capacity, management systems and standard, history of performance, audit reports, ability to effectively implement requirements, history of questionable practices (see below), membership and affiliations (see below), and compliance with foreign gift and contract disclosure requirements under section 117 of the Higher Education Act.

***Section 2 (vii) History of questionable practices** - Based on publicly available and verifiable information, the applicant's record of:*

(A) Plagiarism in studies or papers published by the applicant or its staff;

(B) Discredited or non-replicable studies published by the applicant or its staff;

(C) Engaging in activities or initiatives that are inconsistent with Federal civil rights laws, laws, including the equal protection principles of the U.S. Constitution and prohibitions against unlawful discrimination; or

(D) Engaging in activities or initiatives that are inconsistent with religious liberty laws.

Section 2 (viii) Memberships and affiliations *- Based on publicly available and verifiable information, the applicant's membership in or affiliation with organizations engaged in activities that violate Federal law, undermine public safety or national security, or advocate for the overthrow of the United States Government.*

Research Security

As described above in section **§ 200.206 Federal agency review of risk posed by applicants** – agencies can use compliance with section 117 of the Higher Education act as a factor in evaluating an applicant for funding.

Page 216 **§200.215 Never contract with the enemy** - Previous guidance converted to regulation. Federal agencies, recipients, and subrecipients are prohibited from using funding in any covered contract, grant or cooperative agreement outside the United States and its territories in countries where members of the Armed Forces are actively engaged in hostilities.

Page 216 **§ 200.216 Prohibition of certain equipment, services, and system** – Codifies and expands a variety of prohibitions on the use of certain foreign made telecommunications and unmanned aircraft systems.

Page 223 **§ 200.220 Prohibition of using Federal funds for covered foreign collaborations**- The proposed rule would expand the "Wolf Amendment" prohibiting NASA funds from use in support of a bilateral or multilateral collaboration, agreement, program, or activity with a covered foreign country or covered foreign entity to all federal agencies.

(1) Covered foreign country means any country designated by statute, Executive order, or other Federal law as:

(i) A foreign adversary;

(ii) A country of particular concern; or

(iii) A country subject to sanctions or restrictions relating to national security, defense, or intelligence activities.

(2) Covered foreign entity means:

(i) An entity owned or controlled by, or acting on behalf of, a covered foreign country;

(ii) An entity identified as an "entity of particular concern" on a list maintained by a Federal agency pursuant to statute (including lists maintained under a National Defense Authorization Act or the International Emergency Economic Powers Act);

Page 225 **§ 200.303 Internal controls** – The proposed rule adds a requirement that recipients and subrecipients participate in the Department of Homeland Security's E-Verify

program to confirm employment eligibility of all employees and contractors hired in or performing work in the United States under a Federal award, and must report any Final Nonconfirmation notices to the Federal agency. "*Failure to provide notice or take appropriate action may result in the termination of the Federal award.*"

Other Prohibitions

Page 220 **§ 200.218 Prohibition of using Federal awards to promote or support theories of disparate impact liability** – "*To the maximum extent permitted by law, Federal agencies must eliminate the use of disparate-impact liability in all contexts relevant to Federal awards. Disparate-impact liability imperils the effectiveness of civil rights laws by mandating, rather than proscribing, discrimination.*"

Page 222 **§200.219 Prohibition of discriminatory event services** – Section *(a) Public entities "must not discriminate on the basis of the viewpoint, content, or subject matter of speech—including on the basis of political, ideological, or religious affiliation or perspective—in providing services for events, meetings, or other expressive activities. This paragraph (a) includes ensuring that, on the basis of the viewpoint, content, or subject matter of speech, the recipient or subrecipient does not:*

> *(1) Deny, reduce, or otherwise modify services for events, meetings, or other expressive activities in a manner that is inconsistent with the level services or access ordinarily provided for events, meetings, or expressive activities of a similar type and size;*
>
> *(2) Impose additional, inconsistent, or unreasonable fees, security costs, insurance requirements, related charges, or other administrative burdens; or*
>
> *(3) Otherwise apply event or facility-use policies in a manner that has the purpose or effect of suppressing lawful expression of speech protected by the First Amendment."*

Page 224 **§ 200.300 Statutory and national policy requirements -** Federal agencies are instructed to ensure federal awards and subawards are not used to fund, promote, encourage, subsidize, or facilitate:

> (1) *Diversity, equity, and inclusion" (DEI) or "diversity, equity, inclusion, and accessibility" (DEIA) policies, principles, or practices that violate any applicable Federal antidiscrimination laws…*
>
> (2) *Gender ideology as defined in Executive Order 14168.*
>
> (3) *The so-called "transition" of a child under 19 years of age from one sex to another, including the chemical and surgical mutilation of children…*

Terminations and Temporary Suspensions

Page 242 **§ 200.340 Termination and suspension –** throughout the proposed rule are provisions that would make it easier for federal agencies terminate awards at any time for "convenience" which is similar to federal procurement contracts.

- *Subsection a) Termination provisions - Federal agencies may terminate an award in part or entirely if the recipient fails to comply with the terms and conditions. Additionally, the Federal agency may at its discretion terminate an award if they determine a termination "is in the interest of the Federal agency," including if the award "does not effectuate program goals, Federal agency priorities, or the national interest as they exist at the time of the termination."*
- *Subsection e) Temporary suspension - The proposal rule includes an option for Federal agencies to issue a temporary suspension, on the same grounds as for terminations, which may not exceed 90 days without mutual agreement.*

Item 8.3
Agenda Item: USDA Reorganization
Presenter: All
Action: Discussion

THE SECRETARY OF AGRICULTURE
WASHINGTON, D.C.
20250-0100

July 24, 2025

Secretary Memorandum: SM 1078-015

Subject: Department of Agriculture Reorganization Plan

Section 1. **Purpose**: This Secretary Memorandum authorizes and directs the actions necessary to effectuate the consolidation, unification, and optimization of functions within the Department of Agriculture (USDA) to achieve improved effectiveness and accountability, enhanced services, reduced bureaucracy and cost savings for the American people. These actions constitute the USDA Department Reorganization Plan.

Section 2. **Authority**: This Memorandum is issued under the authority of Reorganization Plan No. 2 of 1953 (5 U.S.C. app.; 7 U.S.C. 2201 note) and The Department of Agriculture Reorganization Act of 1994 (Pub. L. 103-354).

Section 3. **Background**: Since its legislated establishment in 1862, USDA has been known as "The People's Department," a title reflecting its mission to serve farmers, ranchers, landowners, and rural communities, and perform critical public services that benefit all Americans. The Department is reverting to its core mission to ensure:

- American agriculture feeds all across the United States and the world.
- American farmers, ranchers, and producers compete on a world stage that is fair, just, and on terms that put America First.
- Confidence in our programs to fight disease, feed the needy, manage our land and forests, and work for all of American agriculture.
- That Make America Great Again and Make America Healthy Again exist not in opposition to one another, but as complements to a common mission for our country.

Section 4. **Key Pillars**: USDA is committed to preserving critical public safety and other public services the American public relies upon. Reductions and impacts to wildland firefighting, inspection, and farmer and rural community front-line facing positions will be minimized. The USDA Reorganization Plan will be guided by four key pillars:

Principle 1: Ensure the Size of USDA's Workforce Aligns with Financial Resources and Priorities

Over the last four years, USDA's workforce grew by approximately 8% and employees' salaries increased by 14.5%. Many of these salaries were funded by temporary funding. As part of this reorganization, USDA is not conducting a large-scale workforce reduction. To make certain USDA can afford its workforce, this reorganization is another step of the Department's process of reducing its workforce. Much of this reduction was through voluntary retirements and the Deferred Retirement Program (DRP), a completely voluntary tool. As of today, 15,364 individuals voluntarily elected deferred resignation. This re-alignment will be undertaken to mitigate adverse consequences to those agencies which rely upon temporary workforces that increase at different times of the year. Examples include Forest Service increases during the spring and summer months due to wildland firefighting, Agricultural Marketing Service increases due to agricultural product grading activities during harvest time, and field-based agricultural activities involving the Farm Production and Conservation Mission Area.

USDA has and will continue to fully leverage voluntary programs such as the Deferred Resignation Program (DRP), Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIPs). The Department will also leverage directed and voluntary reassignments to ensure the workforce is aligned with mission priorities. Focused and limited Reductions in Force will be implemented only if needed and only after approval by USDA's Deputy Secretary.

Principle 2: Bring USDA Closer to Its Customers by Relocating Resources Outside of the National Capital Region

The Department currently employs approximately 4,600 individuals that work within the National Capital Region (NCR). This Region has one of the highest costs of living in the country, with a federal salary locality rate of 33.94%. To ensure USDA is located closer to the people it serves while achieving savings to the American taxpayer, USDA will relocate much of its Agency headquarters and NCR staff from the Washington, D.C. area to five hub locations. The selection of these hub locations takes into consideration existing concentrations of USDA employees and the cost of living for USDA employees. At the conclusion of implementation, it is USDA's goal to retain no more than 2,000 employees within the NCR.

The five hub locations and current Federal locality rates are:

1) Raleigh, North Carolina (22.24%)
2) Kansas City, Missouri (18.97%)
3) Indianapolis, Indiana (18.15%)
4) Fort Collins, Colorado (30.52%)
5) Salt Lake City, Utah (17.06%)

In addition to these five hubs, USDA will maintain two additional core administrative support locations: Albuquerque, New Mexico and Minneapolis, Minnesota. These two locations have substantial concentrations of human resources staff that support the delivery of critical public safety

functions. USDA will continue to maintain critical service centers and laboratories including agency service centers in St. Louis, Missouri; Lincoln, Nebraska; and Missoula, Montana.

Regarding existing facilities within the NCR:

Whitten Building: this facility will be retained as USDA's headquarters.

Yates Building: this facility will be retained for use and USDA will fully leverage available office space for USDA mission areas and staff offices.

National Agricultural Library: retained for use, and the Department will fully leverage available office space for USDA mission areas and staff offices.

South Building: this facility will be vacated.

Braddock Place: this facility will be vacated.

Beltsville Agricultural Research Center (BARC): this facility will be vacated over multiple years to avoid disruption of critical USDA research activities.

George Washington Carver Center (GWCC): this facility will be sold or transferred upon conclusion of its use as a temporary location for USDA personnel during the re-alignment of USDA offices and personnel

Principle 3: Eliminating Management Layers and Bureaucracy
The Department will reduce or eliminate stand-alone regional offices and other similar bureaucratic management layers. To promote coordination across USDA, regional offices and other similar management layers will be co-located in the hub locations to the greatest extent possible.

- The Agriculture Research Service will eliminate its Area Offices. Residual functions will be performed by its Office of National Programs.
- The National Agricultural Statistics Service will consolidate its 12 existing regions into five USDA Hubs over a multi-year period.
- The Food and Nutrition Service will reduce its number of regions from seven to five and align locations with the USDA Hubs and Service Centers over a two-year period
- The Forest Service will phase out the nine Regional Offices over the next year and implementation activities will take into consideration the ongoing fire season. The Forest Service will maintain a reduced state office in Juneau, Alaska and an eastern service center in Athens, Georgia. The current stand-alone Research Stations will be consolidated into a single location in Fort Collins, Colorado. The Forest Service will retain the Fire Sciences Lab and Forest Products Lab – the former, vital for protection from forest fires and the latter, critical for assessing market development opportunities for timber and other forest products and related industries.
- The Natural Resources Conservation Service will align its regional structure with the five USDA hub locations.
- Animal and Plant Health Inspection Service centers will remain at current locations as they are located in USDA hub locations.

Principle 4: Consolidate Support Functions
To reduce duplication and provide consistency across USDA, support functions will be consolidated. Mission area and agency resources will be realigned to the consolidated functions.

The Department will:

- Consolidate civil rights functions into the Office of the Assistant Secretary for Civil Rights, which will deliver all statutorily required civil rights functions.
- Consolidate Freedom of Information Act and related information management functions within the Office of General Counsel.
- Consolidate Legislative Affairs functions into the Office of Congressional Relations.
- To the maximum extent practicable, consolidate communication and public affairs functions within the Office of Communication.
- Eliminate the duplication and redundancy between the Office of Budget and Program Analysis and the Office of the Chief Financial Officer and streamline budget and financial operations across USDA.
- Where possible and appropriate, complete information technology consolidation activities with services fully provided by the Office of the Chief Information Officer.
- Consolidate tribal relations functions within mission areas and ensure the Office of Tribal Relations delivers all statutorily required tribal relations functions.
- Consolidate human resources functions in the Office of the Assistant Secretary for Administration (ASA). Although human resources will be consolidated, agencies will still have focused hiring support including a dedicated team for wildland firefighting hiring.
- Consolidate contracting functions in the ASA. Although contracting resources will be consolidated, dedicated teams for commodity procurement and wildland firefighting incident support will continue to exist. The Department will transfer contracting for common goods and services to the General Services Administration during FY 2026. To eliminate redundancy, the Office of Small and Disadvantaged Business will be reduced to a single position that focuses on statutory requirements.
- Consolidate lease administration and management functions in the ASA.
- Consolidate grants and financial assistance to provide better controls and promote efficiency. This consolidation will include, where feasible, the transfer of grant making and administration functions from USDA offices and agencies that currently have limited capacity to perform such duties to other offices and agencies.
- Eliminate the redundancy in student programs in the Office of Partnerships and Public Engagement (OPPE) and the Agricultural Research Service (ARS) by realigning OPPE student programs to ARS.

Section 5. **Implementation:**

a. **Deputy Secretary.** The Deputy Secretary will lead the implementation of the USDA Reorganization Plan and may make changes or adjustments to the plan as needed.

b. **The Office of the General Counsel and the ASA.** The Office of the General Counsel and the Office of the ASA are directed to take all necessary steps to support the Deputy Secretary in implementation of the USDA Reorganization Plan

c. **The Office of the Assistant Secretary for Congressional Relations.** The Office of the Assistant Secretary for Congressional Relations is directed to work with the Office of General Counsel on all necessary Congressional notifications.

d. **Agency Heads and Department Officials**. Under Secretaries, Agency Heads, and Department Officials are directed to take all necessary actions to implement the USDA Reorganization Plan as directed by the Deputy Secretary.

Section 6. **Effect of the Memorandum**: The implementation of this Secretary Memorandum will improve the internal management of the Department. This Secretary Memorandum and any resulting actions do not confer any right or benefit (substantive or procedural) to any party. To the extent there is any inconsistency between the provisions of this Secretary Memorandum and any Federal law or regulation, the provisions of such law or regulation will control.

Section 7. **Delegation**: This Memorandum delegates to the Deputy Secretary all authorities necessary to implement the USDA Reorganization Plan.

Section 8. **Expiration Date**: This Secretary Memorandum is effective immediately and will remain in effect until the earlier of the completion of the USDA Reorganization Plan or the revocation of this memorandum.

BROOKE L. ROLLINS
Secretary of Agriculture

The Financial Accountability in Research (FAIR) Model

Developed by the Joint Associations Group on Indirect Costs (JAG)

The **Financial Accountability in Research (FAIR)** model is a new approach to increase transparency, accountability, and clarity in federal research funding. The goal of FAIR is to ensure continued American leadership globally in research and innovation while delivering maximum benefit to American taxpayers. FAIR was developed with extensive input and feedback from a broad array of public and private research institutions, academic medical centers, independent research institutes, hospitals, private foundations, and private companies. The FAIR Model is designed to:

- Establish an efficient, transparent and auditable payment structure that fully demonstrates accountability to the American taxpayer;
- Fund the true costs of research including government-mandated research compliance requirements;
- Accommodate all types of non-government organizations that receive federal funding for research;
- Align project costs with the type of work being performed; and
- Ensure predictable and actual reimbursement for essential institutional costs incurred in the conduct of federally sponsored research.

The current system for funding research includes the application of an institution's negotiated indirect cost reimbursement rate to all types of federally funded research. While this attempts to create a consistent reimbursement process across government funding agencies, it does not take into account the resources required for different types of research across the institution. Further, the current model has not accounted for the drastic increase in research regulatory costs and creates its own administrative burden and cost, including periodic negotiation with the government. The current system is also burdened by various federal caps on indirect cost and salary reimbursement rates as well as award budget caps, which also should be reconsidered.

FAIR addresses these challenges by introducing three main cost categories:

- **Component 1: Research Performance Costs (RPC):** Currently classified as "direct costs," RPC represents costs that reflect project-specific research activities.
- **Component 2: Essential Research Performance Support (ERPS):** Currently classified as "indirect costs", ERPS represents other costs that are necessary for carrying out research and that can be readily assigned to a given project. They consist of four elements:
    - Regulatory Compliance (RC), which are project-specific costs associated with compliance with human and animal subject protections, biosafety, radiation safety, clinical trial monitoring, system security plans and project-specific research security policies, and other related regulations.
    - Award Management, Oversight and Reporting (AMOR), which are project-specific costs related to administrative, financial, and performance management of federal awards.
    - Research Information and Data Services (RIDS), which are project-specific costs related to digital repositories, compliance with public access and data sharing policies, institutional licenses for specialized scientific databases, and the personnel and systems required to support these functions.
    - Essential Research Performance Facilities (ERPF), which are project-specific costs for research space, including utilities, maintenance, operations, building depreciation, leases, and other facility expenses directly supporting research activity.
- **Component 3: General Research Operations (GRO):** Institution-wide infrastructure and services that are necessary to conduct research and support every sponsored research project but are impractical to allocate to a given project also are currently classified as "indirect costs". Under the FAIR Model these costs would be classified as GRO, which includes, but is not limited to, human resources such as

**JAG held 4 public town halls/webinars which elicited more than 400 questions and comments, in addition to receiving additional input through association members. Provisional models were released to community for comment and testing, resulting in more than 200 responses, 176 of which were based on testing of the models by institutions. All of this feedback was considered and shaped the final FAIR model.*

onboarding, payroll, and benefits; procurement; and general services. GRO is the residual of "indirect costs" that remain after the items described above as ERPS.

Two accounting options exist within the FAIR Model for funding Essential Research Performance Support (formerly a portion of "indirect costs"). These options are made at the institution level and apply to all research proposals and awards from all federal agencies at the institution.

- **Detailed Option**, under which institutions may directly charge all four elements of ERPS costs to individual research project budgets, as shown below.

Detailed Option – Example Project Budget

Research Performance Costs (RPC)	
Senior Key Personnel (e.g., PIs)	$$
Other Personnel (e.g., grad students)	$$
Supplies	$$
Publication costs	$$
Etc...	$$
Essential Research Performance Support (ERPS)	
Regulatory Compliance (RC)	$$
Award Management, Oversight, & Reporting (AMOR)	$$
Essential Research Performance Facilities (ERPF) (% of budget)	%
Research Information and Data Services (RIDS)	$$
General Research Operations (GRO) (% of budget)	**15%**

Project-specific costs to actually ***perform*** the research

Project-specific costs needed to ***support*** performance of the research

Items that cannot easily be assigned to a given project but apply to all

- **Simple Option**, shown below, can be used by any institution. It may especially be attractive to those not having the administrative resources to benefit from the Expanded Option. For institutions using the Base Option, a fixed 10% of a total project budget will cover RIDS and ERPF, in addition to the fixed 15% for GRO, while directly charging regulatory compliance and AMOR costs to the project budget.

Detailed Option

Research Performance Costs (RPC)	
Senior Key Personnel (e.g., PIs)	$$
Other Personnel (e.g., grad students)	$$
Supplies	$$
Publication costs	$$
Etc...	$$
Essential Research Performance Support (ERPS)	
Regulatory Compliance (RC)	$$
Award Management, Oversight, & Reporting (AMOR)	$$
Essential Research Performance Facilities (ERPF) (% of budget)	%
Research Information and Data Services (RIDS)	$$
General Research Operations (GRO) (% of budget)	**15%**

Simple Option

Available for all institutions and especially attractive for those with insufficient administrative resources, or lacking the type of research appropriate for, the Detailed Option

Research Performance Costs (RPC)	
Senior Key Personnel (e.g., PIs)	$$
Other Personnel (e.g., grad students)	$$
Supplies	$$
Publication costs	$$
Etc...	$$
Essential Research Performance Support (ERPS)	
Regulatory Costs (RC)	$$
Award Management, Oversight, & Reporting (AMOR)	$$
General Research Operations (GRO) (% of budget)	**15%**

10% of total Budget

FAIR allows institutions to classify and recover costs for each specific project based on the actual type of research being conducted. By using long-established tools such as recharge centers and the space survey already employed in current rate negotiations, research institutions can map specific research requirements to the facilities and services each project requires. This flexibility empowers each institution to define its own categories and cost structures using internal data, while ensuring auditability and public accountability.

By modernizing the cost reimbursement model, FAIR strengthens public trust and the longstanding partnership between the federal government and the research community, supports accountability, and better positions America to continue its global leadership roles and responsibilities in research and innovation.

JAG Organizations: A*ssociation of American Universities (AAU), Association of Public and Land-grant Universities (APLU), Association of American Medical Colleges (AAMC), American Council on Education (ACE), Association of Independent Research Institutes (AIRI), Council on Governmental Relations (COGR), National Association of Independent Colleges and Universities (NAICU), American Association of State Colleges and Universities (AASCU), and the National Association of College and University Business Officers (NACUBO). Science Philanthropy Alliance (SPA) – SPA contributed ideas and staff time to the JAG effort, but as a matter of policy does not speak for its partner organizations, so takes no formal position on the FAIR Model*

Item 9.1
Agenda Item: agInnovation Annual Meeting
Presenter: Gene Kelly
Action: For Information

FALL MEETING 2026

agInnovation
science that feeds the world
LAND-GRANT UNIVERSITY RESEARCH

SAVE the DATE

SEPT 21-25

GRAND JUNCTION COLORADO

Item 9.2
Agenda Item: WRJSM & WRAOM
Presenter: Jenn Horton
Action: For Information

JULY 26-29, 2027

WESTERN REGION JOINT SUMMER MEETING (WRJSM)

&

WESTERN REGION ADMINISTRATIVE OFFICERS MEETING (WRAOM)

HYATT REGENCY, GUAM