MINUTES OF THE MEETING OF

THE WESTERN ASSOCIATION OF

AGRICULTURAL EXPERIMENT STATION DIRECTORS

ALASKA
AMERICAN SAMOA
ARIZONA
CALIFORNIA
COLORADO
GUAM
HAWAII
IDAHO
MICRONESIA
MONTANA
NEVADA
NEW MEXICO
NORTHERN MARIANA ISLANDS
OREGON
UTAH
WASHINGTON
WYOMING

NAPA VALLEY MARRIOTT HOTEL
NAPA, CA
MARCH 12-14, 1997

SUMMARY OF ACTIONS

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WESTERN ASSOCIATION OF AGRICULTURAL EXPERIMENT STATION DIRECTORS
Napa, CA
March 13-14, 1997
MINUTES

ATTENDANCE:

ALASKA	Allen Mitchell	OREGON	L. J. (Kelvin) Koong
ARIZONA	Colin Kaltenbach		Mike Burke
CALIFORNIA	Henry J. Vaux		Sandra Helmick
COLORADO	Lee Sommers	UTAH	Paul Rasmussen
HAWAII	Charles W. Laughlin	WASHINGTON	James R. Carlson
IDAHO	Richard Heimsch		Vicki McCracken
MICRONESIA	James Simms	WYOMING	James Jacobs
MONTANA	Tom McCoy	CSREES	George Cooper
NEVADA	Ronald Pardini	EXECUTIVE DIR.	Robert Heil
NEW MEXICO	Gary Cunningham	OFFICE-EXEC. DIR.	Harriet Sykes

1.0 Call to Order

The meeting was called to order by Chair Pardini. The attendees introduced themselves. The motion was made and seconded to approve the agenda. MOTION CARRIED. The agenda is attached as Appendix A, pp. 16-17.

2.0 Welcome

Vaux welcomed the Western Directors to Napa Valley.

3.0 Brief Description of Napa Valley

Vaux reported that the Napa Valley is 25 miles long, from the northern shore of San Pablo Bay to north of Calistoga. Total annual agricultural production is $155,000,000 of which $148,000,000 is accounted for by wine. Other crops are walnuts, hay and cattle.

The wine grapes occupy 32,000 acres of which about 18,000 are in red wine grape varieties and 14,000 are in white wine grape varieties. The wine grape acreage has tripled in the last 20 years and doubled in the last 10 years.

Large expanses of land in the valley are either vacant or in immature vines. This is due to the phyloxera resistant root stocks that were developed by the University of California in the 1930's that are no longer resistant. Phyloxera is a soil louse and the University developed several root stock varieties in the 1930's that were phyloxera resistant. The growers chose to use only one. Over the course of the last five years and into the next five years, all of the stock will have to be replanted.

The major varieties of grapes are: reds; cabernet savignon, merlot, pinot noir, zinfandel and cabernet franc; white; chardonnay, savignon blanc and semillon. There is a climatic gradation beginning south of Napa and the lands that are adjacent to the bay that are called the Carneros

Region. The climate there tends to be cooler and less variable because of the proximity of the water. In that region, typically pinot noirs and some merlot are grown. There are also champagne cellars, because the champagne cellars make extensive use of the pinot noir grape. As one moves from the Carneros Region to the north towards Calistoga, the pinot noir and the merlot begin to disappear and are replaced by cabernet sauvignon and cabernet franc up to about mid-valley. In the Calistoga area, where the temperatures are warmer and there is a lot more variability, the prevalent varieties include zinfandel and sauvignon blanc.

With the advent of all the replanting, there are new varieties and particularly classic Italian varieties, such as San Giovese and some rhone varieties such as Sirah and Roignet. Smart growers are concerned that there is over supply of cabernet and chardonnay and are experimenting with newer varieties. The University is doing a lot of work with non-traditional varieties in an effort to help the growers in Mendicino County to the north who are going to be the last to be effected by phyloxera. When it comes time for them to replant, the expectation is that chardonnay and cabernet will be extensively over planted and they won't have the choice of replanting to those varieties and will have to go to some new varieties.

The grapes are harvested both by hand and machine. Machine harvested vineyards tend to be harvested at night when it's cool, to keep the chemistry controlled. Some rather sophisticated mechanized harvesting operations put the grapes under a carbon dioxide atmosphere immediately, to keep the chemistry stable. There are field crushers that are used by some growers where the grapes are harvested mechanically and the grapes are crushed right in the field.

4.0 Approval of Minutes of November 16, 1996 Meeting

The motion was made and seconded to approve the minutes of the November 16, 1996 meeting. MOTION CARRIED.

5.0 Chairs Report/Interim Actions/Executive Committee Report

Pardini reported that the Executive Committee had met March 12 and made the following recommendations for off-the-top-funding for NRSP projects and Western regional trusts as seconded motions:

The recommendation was made that NRSP-1, NRSP-3, NRSP-4, NRSP-5, NRSP-6, and NRSP-7 be funded at FY97 level . The motion was made and seconded to amend the motion to fund the above mentioned NRSP projects at the FY96 level. MOTION TO AMEND APPROVED. AMENDED MOTION APPROVED;

The recommendation was made to fund NRSP-8 at the requested FY97 level or at percentage of decrease if there is a decrease in federal funding. MOTION CARRIED;

The recommendation was made to fund W-106 at $45,000. MOTION CARRIED;

The recommendation was made to fund W-006 at $342,000. MOTION CARRIED;

The recommendation was made to not provide regional trust funds for W-185. MOTION CARRIED with one dissenting vote.

Pardini reported that the Executive Committee recommended that the Executive Director salary be increased based on the average of salary increase percentages across the region, as determined via a poll of the agricultural experiment stations.

The request was presented by Heil to the Executive Committee to extend the contract of the Executive Committee from an ending date of 12/31/97 to 12/31/99. The recommendation of the Executive Committee is to approve extension of the Executive Director contract to 12/31/99. MOTION CARRIED.

6.0 Treasurer's Report

McCoy presented the Treasurer's Report. The motion was made and seconded to approve the Treasurer's Report. MOTION CARRIED. The Treasurer's Report is attached as Appendix B, pp. 18-19.

7.0 Reports from Liaison Representatives

7.1 CSREES Report

Wilson presented information on CSREES activities, attached as Appendix C, pp. 20-32.

Cooper provided information on the Task Force on the Committee of Nine Replacement, included in Appendix C, pp. 30-32.

Concern was expressed that the recommended "Regional Research Partnership Committee" document states that the full authority of controlling NRSP projects would lie with the Committee. It was suggested that some phrasing of the functions of the Committee, or role of the Committee, should include information on the interactions and partnership with the regional associations.

The motion was made and seconded that the Western Directors Association go on record to recommend formation of an oversight committee for regional research. MOTION CARRIED.

Cooper indicated that the both the Regional Research Partnership Committee and the Partnership Council are needed. One focuses on the regional research portfolio and the other the partnership relationship. One of the least known programs on the Hill is the regional research program. One of the charges to the Committee might be to market the regional research program.

Cooper reported that the new REE Information System was the result of a mandate in the Farm Bill. CRIS was developed as a taxonomy system and not an information reporting system and is not as responsive in providing information as Congress wants. Congress appropriated $400,000 to develop a new information system to monitor and evaluate agricultural research and extension activities.

7.2 ARS Report

Shipper presented the ARS Report, attached as Appendix D, pp. 33-35.

7.3 Forest Service Report

Burns reported that the new Forest Service chief is Mike Dombeck. Under Dombeck's leadership the Forest Service will have a stronger spirit of collaborative activity. He clearly wants to get the Forest Service out of the unwelcome spotlight of controversial kinds of activities, from resource management to activities on the Hill and with the Administration.

The Research Branch of the Forest Service has been heavily involved in a number of resource management issues. One is the Tongas Land Management Plan. The Tongas National Forest in Alaska has historically been controversial with a very strong, opinionated delegation about how the National Forest should be managed and how it should not be managed. A team of researchers formed an organization that is parallel to the Land Management Planning Team in the Tongas National Forest. That has synergized a land management plan.

A more dramatic example of resource management is the Interior Columbia River Basin Project, which is joint between the Forest Service, BLM and three regulatory agencies, with full participation of the county governments from the four affected states (Washington, Oregon, Idaho, and Montana). The Interior Columbia River Basin had an assessment done which had a great deal of scientific input. A number of major publications have been written, including a framework for ecosystem management of the Interior Columbia River Basin as well as an assessment from the resources, including the social and economic resources situation in the Basin. There was a workshop held in Spokane to present the science findings to an audience that was expected to be around 300 people that ended up with well over 600 people. The people at this meeting were not only resource managers, but county government officials, state officials, and private sector interests. The meeting was very positive and accomplished several things: (1) it showed that research can be a neutral meeting ground for conflicts in policy and management; (2) it is an opportunity for people to come and talk about the science, but you couldn't do that without talking about the policy management implications.

One of the key things that has come out of these two activities, at least for researchers within the Forest Service, is the fine line that exists between obtaining, analyzing and

evaluating science, identifying risks of various alternatives, and scientists getting involve and making management and policy decisions. Because of being a research organization within a land management agency, that line is one that maintains the independence and credibility of researchers.

The consolidation of the Rocky Mountain and Intermountain Stations is still pending. The savings of the consolidation are $1.1 million per year in salaries and that will probably increase to $1.8 million or $1.9 million in the next couple of years. The senio management team will be cut in half.

The Secretary of Agriculture's Civil Rights Task Force recommendations are going to affect all who are involved with the U.S. Department of Agriculture in very real and important ways.

The budgets in Forest Service research are stable now, which means that ground is being lost slowly. That means that the Forest Service becomes more dependent on a very significant amount of soft money in order to do the key things that must be done.

The Natural Resources Research Center in Fort Collins, CO is a combined effort by seven federal agencies (NRCS, ARS, APHIS, Office of Information Resources Management, Forest Service Research, National Biological Service Branch of USGS, and the Center for Disease Control) in three departments of government (Interior, Agriculture, and Health and Human Services). The development of a campus-like center has been in the planning stages for approximately four years. About 1,000 research and technical people are involved in those seven agencies and are already in Fort Collins, but spread out over the city. The initial bids are due in for the first set of buildings. Projected savings to the seven agencies over the projected 30-year life span of the Center is in excess of $100 million. Much of the savings will be gained in the telecommunications and computing areas, shared space and laboratories.

7.4 Veterinary Medicine

Cullor presented the Veterinary Medicine Report, attached as Appendix E, p. 36. He requested support in putting together a competitive special grants program for food safety. What is seen for the Western Region, and for animal agriculture in general, is that every time there is a food-borne or water-borne outbreak, all the public health officials want to go back to the farm and eliminate it at the source. They want to sterilize the dairy, or the swine unit, and sterilize the orchards and fields as well. We need a competitive special grants program for on-farm research. In other words, how do we manage a dairy for animal health and well-being, public health, and environmental health? Such funds really are difficult to come by, if not impossible. From the veterinary standpoint for 1998, we would like to recommend the Hatch funding at NASULGC recommended level for 1433 animal health funds at approximately $6 million, and NRI of $130 million.

Earlier in the year there was a meeting of the deans of research and the deans of veterinary schools. A representative from the Centers of Disease Control attended and talked about food safety. The deans of the veterinary schools were told to distance themselves from FSIS and USDA and to collaborate more with CDC and FDA on food safety issues, because USDA and the veterinary schools and agriculture schools just weren't getting the message.

The idea of sustainable animal agriculture production systems is taking a broader focus on how to manage for animal health, public health and environmental health. The idea of farm to fork is a very different call than is in the NRI right now. When the FDA and CDC get involved, it is farm only. For a the schools of veterinary medicine, food safety is a big issue and food safety is being emphasized in all of these research programs. What is not being emphasized is how to outlaw bacteria on the farm. We must have ways to deal with our producers on how to manage for salmonella, how to manage for e-coli, how to manage the watershed for dairies and ecosystems.

Currently, there aren't funds in the NRI or any initiatives that focus on that. Sustaining animal agriculture means more than just marketing, it means how we work and manage for public health and environmental health as well as animal health. Food safety doesn't just mean looking at how to diagnose things better. Food safety from the farm to the fork means how we learn to manage for animal health, public health and environmental health on the farm. That's a big missing link in the current system.

Pardini commented that the Western regional research portfolio doesn't have any regional research projects that deal with the animal health issues related to food safety. We should consider forming a task force that has ARS people, AES directors, and veterinary medicine scientists to evaluate what needs to be done and to develop ideas for regional research. Heimsch reported that Idaho and Washington have a loosely knit faculty group that are working in the area.

The motion was made and seconded to appoint an ad hoc task force to investigate the possibilities of regional research activity in food safety. MOTION CARRIED.

7.5 NAPFSC

No report was presented.

8.0 Regional Activities/National Committees

8.1 Research/Extension Academic Programs ESCOP/ACOP Leadership Program ESCOP Social Sciences Subcommittee

McCracken reported on the ESCOP/ACOP Leadership Program and two other issues for which she has responsibility.

Class VI of the ESCOP/ACOP Leadership Program is nearing completion; Phase 1 in Indianapolis, IN was successful; Phase 2, is currently underway at home institutions; Phase 3 will be coming in early June in Washington, DC. The class was composed of 16 from the North Central Region, 11 from the Northeast Region, 36 from the Southern Region, and 13 from the Western Region. The gender breakdown was 15 females and 61 males. Planning for Class VII is underway. McCracken will coordinate the next several classes. The announcement and brochures are in the process of being mailed.

A committee was appointed at the 1996 Summer meeting to look at coordination of research, teaching, extension and international programs. As Chair of RIC, McCracken was appointed to chair the committee. Over the course of the next several months, individuals from the other functions were identified. The group finally met via conference call. The participants are: Rollin Abernethy (WY), representing academic programs; Elwood Miller (NV), representing extension programs; Jan Noel (WA) and Jim Henson (WA), combined representatives for international programs, and Vicki McCracken representing research programs.

The ESCOP T-5 Social Sciences Subcommittee group met with CSREES Staff and talked about NRI, Fund for Rural America, and GPRA. A session on ECOP and ESCOP T-5 was held, particularly a discussion on the priorities in the social sciences areas for Extension and the ESCOP T-5 Subcommittee. Walter Walla (KY), Chair-Elect of ECOP, past Chair of the ESCOP/ECOP Legislative Subcommittee, and member of the ESCOP/ECOP Strategic Planning Committee presented ECOP priorities. Those priorities are similar to the ESCOP T-5 priorities. There was concern about the decline of importance of social sciences research in the land-grant system. The feeling was that ACOP valued social science research more than ESCOP. They also expressed concern about the divergence of priorities between ESCOP and ACOP. There was also the perception that ESCOP and ECOP did not communicate at the national level or within the individual institutions.

8.2 SARE

V. P. Rasmussen presented information on the SARE Program, attached as Appendix F, pp. 37-46.

8.3 Western Rural Development Center

Youmans presented the Western Rural Development Center Report, attached as Appendix G, pp. 47-49.

8.4 ESCOP

Kaltenbach presented the ESCOP Report, attached as Appendix H, pp. 50-53. The draft agenda for the SAES Directors' Workshop II, to be held in Washington, DC on September 10-12, 1997 is enclosed in Appendix H.

8.5 ESCOP Legislative Subcommittee

Cunningham reported that the ESCOP Legislative Subcommittee had been working on a system response to Senator Lugar's questions. He complimented AESOP for their efforts on behalf of ESCOP. The responses are to be available on the NASULGC web page.

8.6 Status of Research Policy Center

Cunningham reported that the W-192 group that was set up as a joint research and extension project developed an NRI proposal. A subset of W-192 is in the process of developing a preproposal for a public lands policy center to be funded by the Fund for Rural America to focus on issues of public lands policy as it relates to local economies. There are other projects and coordinating committees that look at natural resource policy issues.

Many of the ideas for a public lands policy center came from the Western CARET members. The policy center is going to have to be much broader than grazing issues, it will need to cover wildlife, mining, and forestry.

8.7 ESCOP FY98 and FY99 Budget Subcommittee

McHugh presented the report on the ESCOP FY98 and FY99 Budget Subcommittees, attached as Appendix I, p. 54.

8.8 GPRA

Cooper provided information on development of the implementation plan for the GPRA. An article regarding the GPRA is attached as Appendix J, p. 55.

The intent is to anticipate some of the questions that Congress may ask and have the reports provide the answers.

8.9 IPM

McCoy commented that the Western Region IPM Coordinator position would be vacated in December 1999. A committee of McCoy, Carlson, Jacobs and Laughlin are to serve on a task force to pursue options in replacement of the IPM Coordinator and report to the Western Directors at the Summer Meeting.

9.0 RIC Report

The RIC Report with related WDA actions is attached as Appendix K, pp. 56-62.

10.0 Executive Director Report

Heil presented the Executive Director Report, attached as Appendix L, pp. 63-83.

The Northeast region is planning to use the NE-59 (the project management account) to off-the-top fund a concerted effort in impact assessment, structured after the five REE strategic outcomes. The cost would be primarily travel expenses. They are requesting off-the-top funding support for a regionally coordinated effort.

The statement was made that it may be better to have the states provide their personnel and travel funds rather than having an additional assessment for funds.

This year the ESCOP Impact Assessment Subcommittee received 1400 assessment statements. The suggested plan is for each region to take the impact statements and compile them for submission to a national database.

The Grazing Lands Conservation Initiative is moving ahead and is to be funded by Congress and administered in a similar fashion to the existing regional centers.

Rapid Response Research Teams are proposed by the North Central Region. It is a mechanism for the SAES Directors to respond more rapidly to acute problems and issues. The motion was made and seconded that the WDA adopt a similar mechanism for rapid response as NC-500. MOTION CARRIED.

The suggestion was made that the universities gather what is known and disseminate the information, rather than going back to the laboratory and start to do new research on a problem that may have lost its visibility by the time the research is done.

The motion was made and seconded that RIC be assigned the responsibility to develop a proposed WDA rapid response mechanism and develop a report to be presented to the WDA at the 1997 Summer Meeting. MOTION CARRIED.

Heil requested input from the Directors on development and changes in the WDA Web Page. Cullor and Pardini volunteered to help.

11.0 State Reports and Discussions

The following states provided verbal state reports and are briefly summarized below in the order in which they were presented:

Idaho

- Idaho legislature is meeting and there are no proposed raises for faculty

- there is to be a ½ percent reduction in the FY98 budget to match a ½ percent recission in FY97.

Micronesia
- no cutbacks
- are able to maintain an active research program in animal health, entomology, biocontrol, and beginning to get into some aquaculture.

Washington
- has a new governor whose highest priority is education. One of the things he tried to do is to find more money in the state budget for higher education. He asked all agencies to tell him what they would do if they had to cut five percent from their budgets for higher education. Unfortunately, that also includes non-instructional components of the university, such as agricultural research and extension.
- there may be a two percent reduction in non-academic activities, including research and extension.
- the college of agriculture is trying to get funding for pre-design for a new plant science building.
- to try to turn around a downward trend in research, the college will be putting forward an enhancement initiative for research and extension in the next biennium. They are pulling together the clientele groups in state to talk about what their priorities are and to get ownership from them.

Oregon
- developing a food innovation center in Portland, with packaging and sensory evaluation, value-added processing.
- natural resource issues - key one now is salmon, particularly those that relate to stream temperatures. There is a lot of science and communication that needs to be done.
- in third year cycle of bringing the field extension faculty into the departments as regular department faculty for promotion and tenure.
- continuing to integrate at department level the programmatic issues of the college.
- have plans for a slight increase, level, or a negative budget. The legislature is in session so the hope is for acceptance of the first of the three plans.

Arizona
- is generally stable
- is looking for a new president
- don't know what is going to happen with the budget, may have a small raise
- the new biotechnology building will be finished within the next month.

Hawaii
- the best way to describe things is change.
- one major change in administrative structure, Harrington replaced Harry Yamamoto
- Extension was split off from Research in the Institute.

- strategic planning exercise is going on around the state to determine what the most critical needs are.
- a request has been made for a plan to restructure the college from 11 units into five or six.
- received $19 million in a soil management CRSP from North Carolina State.
- budget-wise, there will be a $1.3 million cut over two years. This year the reduction will be $700,000 and next year a minimum of $600,000
- faculty received a four percent increase in salary and the legislature will not fund 100 percent of that, so what isn't funded by the legislature will come out of existing general funds.
- proposed legislation to move the College of Agriculture to the Big Island to be part of the University of Hawaii-Hilo comes up during every legislative session. As a result, a resolution was put before the House Higher Education Committee to look for ways to collaborate among the institutions.
- the University budget was cut $40 million the past year. There is a law that sets the University budget at $341 million plus whatever tuition is collected. The current year the University is operating on $270 million, so that shows the disparity.

Guam

- for the past two years there has been a five percent cut on the University budget each year. The University is supposed to be operating on a 95 percent budget every year, and this year the College of Agriculture again will receive its cut. In the last two years, the College was faced with over $1 million in cuts. The total budget in the College of Agriculture is $4 million.
- the faculty in the University has not seen salary increments for the last two years. However, since the next year will be election year, there may be retroactive salary increments.
- the College, because of all the budget situations, is forced to look at restructuring. The College is integrating extension, research, and the academic programs and trying to take extension and the experiment station approach within the whole university so that the local non-federal match for the research can be increased, as well as extension.
- the Board of Regents, with the President, has sort of stood behind the idea and has been pushed by strong lobbying efforts from farmers as well as supporters in the community.
- The College of Agriculture has a new locally funded $8 million building for labs, extension offices, and academic programs. It has a good regional impact for Guam as well as Micronesia.

American Samoa

- is 2600 miles southwest of Hawaii, five hours by plane.
- only have one community college, the only source of higher education on the island. Became a land-grant institution in 1981.
- Salei'a Afele Faamuli came on board in 1982 to start FNEP. In 1994, took over the Director position from Pemerico Tauiliili.

- have a very small operation, probably the smallest in all of the 75 land-grant institutions, with a staff of about 45 people, plus five workstudy students. The professional staff of 15 all do teaching, research and extension at the same time.
- looking for a president of the community college.
- depend primarily on federal funds, with the exception of the teaching component,
- trying to get some local funding when we could not use research and extension money to pay for teaching. It took USDA help to convince the administrators that those funds could not be transferred over.
- is a continuous effort to try to get some local match. Are almost 100 percent federally funded for research and extension.
- a $4.1 million research building has just been opened.
- entomologist from Guam is going to be loaned to American Samoa for three months to help set up the laboratory and recruit scientists.
- looking for food scientists and entomologists, clothing and textile specialists for extension, ag economist, and a horticulturist. Trying to recruit scientists from the U.S. because most of these professions are not on the island yet. We have a long way to go before we have local people to fill these positions.

Nevada

- the legislature is in session and the last thing they do is to deal with the University budget.
- the governor has recommended a small increase of five percent and there is hope that the legislature will go along with the recommendation.
- the Bureau of Mines was located on campus and during their consolidation, they vacated a building with some laboratories. The University took over the building and some of the people from the College of Agriculture are located there, which has freed up space in the main ag building.
- is encouraging development of joint projects with extension. Both extension and the experiment station each contributed $100,000 for joint collaborative, interdisciplinary projects that would address areas that would have a high impact in the state. A committee of experiment station and extension personnel worked out the details for the rfp. The criteria was that it had to have a high impact in the state, it had to have community based extension faculty, campus based experiment station faculty, it had to have the recommendation of the department chair on campus, and an area director which is comparable in extension. The two steering committees from extension and experiment station narrowed the field, and then a review panel composed of experiment station, extension, forestry recommended four projects. The allocation has just been made for the projects.

Wyoming

- will have a new president in April.
- the College of Agriculture has been involved in a strategic planning effort for the past year. The plan calls for some restructuring of the College of Agriculture to reduce the number of departments from seven to four.

- in the second part of a biennium so there was no budget aspect for the legislative session. The previous biennium budget session had no pay raises in it. If an internal pay raise is done, the funding will have to come from the college general fund.

California

- is in the second year of an agreement with the Governor on the budget that would give an increase of 4.5 percent that would go for faculty and staff pay increases, and offsets against tuition increases.
- two top funding priorities that the regents have established for the University are to bring the senate faculty pay rates into parity with the pay rates at the comparison eight institutions that are used, and to keep the increases in tuition to a minimum. The salary increase has had a kind of perverse course in that, because the concern has been largely with preventing the erosion or loss of senate faculty to other institutions, they have split the salary scale with the result that senate faculty are getting increases that are 2.5 percent greater in each of the last two years and in each of the next two years than the non-senate faculty. What this means is that the disparity in pay between the AES and Extension faculty is going to grow by 10 percent over that time period. This has caused a bad morale situation with cooperative extension faculty.
- new leadership. Were faced with a task of finding a new chancellor of both the Berkeley and the UCLA campuses this year. Those positions have both been filled.
- developments with public finance may spread to other states. With the advent of proposition 13 which put a cap on what local government could take in the way of property taxes, the state went to systems of local assessments to fund local services, such as street lighting, garbage removal, fire service, and water and sewer services. A new proposition that will be on the ballot, proposition 218, would require any increase in any of the special assessments to (a) be submitted to the electorate for a vote or (b) to be announced together with a document allowing each citizen to protest and if more than 50 percent protest, the increase would have to be retracted. This proposition, if enacted, would further emasculate the system of finance in California and raise serious questions whether local government could continue to contribute to local based extension.

Colorado

- are current looking at a salary increase in the 3-4 percent range. The legislature is currently in session, so that will not be know until May. Over the last several years, there has been a typical salary increase in the 2-4 percent range.
- there have not been increases in operating, but budgets have been increasing each year.

- in the past, both cooperative extension and the experiment station had separate line-item budgets. This past year, they were rolled into the University budget, so the increases track what goes to the Commission on Higher Education, which is formula driven, out to the various institutions. Rather than defending budgets in Denver, are learning how to work with budgets internally.
- the university had a library addition funded last year and there are other capital construction projects that have been supported.

- started a process using some internal competitive grant monies. The Experiment Station at Colorado State University is in six different colleges so that it is broader than just the College of Agricultural Sciences. With the Vice President for Research a competitive grant program was developed. The Vice President for research looks at ways of increasing competitiveness of faculty for additional contract and grant funding and the experiment station has a mission orientation that goes into those projects as well. There is a $250,000 pool of funds to identify for projects for the next two years.
- also initiated a joint venture with extension for short term projects.
- the Director's search is closed now and hopefully, they will have a rapid response.
- serve as the liaison to the environmental protection program to help identify an individual to serve in Washington, enhancing liaison with environmental groups, and that process has started and a support person was hired and is located at the University of Maryland in conjunction with Dave MacKenzie's office. The steering committee for that position is currently meeting in Washington. They are going to have another meeting later on in the summer to try to coordinate the efforts of the senior person that will be coming in to do the liaison with the environmental agencies.

New Mexico

- the legislature is in session and they don't make a final decision until the night before they adjourn.
- the good news is that there will only be a three percent cut in the experiment station and extension budget, instead of the cut that was originally projected. That is the first time in the last seven or eight years that there has not been a significant increase.
- a state-wide general obligation bond was passed to fund the state share of a new building. A new $22 million agriculture building is in the planning stage now with construction to begin in 1998 and ready for occupancy in 2000.

Utah

- for the first time, the Experiment Station and Extension were allowed to make their presentations directly to the legislature. The procedure in the past has been to make a presentation to the University, to be imbedded in their budget, then it has to go to a board of trustees to be included in their budget, then it has to go to the Board of Regents that represents all of higher education in the state, and that budget goes to Higher Education who presents the budget request to the legislature.
- salaries for experiment station and extension are imbedded in the university budget. The presentation for our operating and other needs were delivered directly to the legislature.
- this year, most of the funding went to highway improvement. When the state hosts the Olympics in 2002, it doesn't want the same reputation that Georgia ended up with.
- an analyst decided that we were taking open position money to keep afloat. They took all of the open position money back, which creates a problem. Now, no resignations or retirements are allowed until after July 1, which gives an entire year to fill the positions.
- have a botanical center that we are moving - and got $250,000 for that. Needed $1 million for biotechnology program, had $750,000 and got $250,000 to finish. Have an

irrigated pasture research program for which $200,000 came from a federal source and got the state to match $125,000 of it.

- got three percent salary increases, while the rest of education got a 2.25 percent salary increase.
- new chemistry building at $25 million, a significant increase in electronic information money, library enhancement monies.
- In order to get tenure, faculty must have expertise in two of three areas: teaching, research, or extension, which presents problems for the extension personnel that have been integrated into the departments.

12.0 Discussion and Plans for Summer Joint Meetings

The 1997 Joint Summer Meeting will be held in Hawaii. RIC will meet on 7/13, the Western Directors will meet on 7/14. Agenda items to be considered might be (1) Fast Response and (2) Joint WCC projects and how academic programs might fund their participation.

13.0 Future Meetings

13.1 Summer

The 1997 Joint Summer Meeting will be held in Hawaii on July 13-16, 1997. The University of Hawaii will be mailing registration packets.

13.2 Summer ESCOP/ECOP Meeting

The 1997 Joint ESCOP/ECOP Meeting will be held July 27-30, 1997 in Lake Tahoe, NV.

13.3 Fall Meeting - NASULGC

The 1997 Fall WDA Meeting will be held November 18, 1997 in Washington, DC in conjunction with the NASULGC meetings. The ESCOP Section and Joint ESCOP/ECOP meetings will be on November 17.

14.0 Resolutions

The motion was made and unanimously carried to approve the following resolution:

WHEREAS the Western Association of Agricultural Experiment Station Directors met in Napa, California, March 12-14, 1997; and

WHEREAS all in attendance were educated through the meetings, field trip and winery tour arranged and coordinated by the Associate Vice President of Agriculture and Natural Resources, University of California and his staff; and

WHEREAS those attending learned of the viticulture and enology of the Napa Valley during a tour of the Oakville Experimental Vineyard under the direction of Dr. Jim Wolpert, Chair, Department of Enology and Viticulture, University of California, Davis, and the tour, reception and dinner at the Cakebread Cellars hosted by Bruce Cakebread and his staff; and

WHEREAS the annual meeting of 1997 resulted in effective exchanges and discussions of accomplishments and current agricultural issues; therefore be it

RESOLVED that the Western Association of Agricultural Experiment Station Directors express its appreciation to Dr. Henry Vaux, Associate Vice President of Agriculture and Natural Resources, University of California and all others involved with the meeting for their hospitality and planning that contributed to the success of the annual meeting; and be it further

RESOLVED that the original of this resolution be provided to Dr. Vaux and a copy be filed as part of the official minutes of this meeting.

15.0 Adjourn

The motion was made and seconded to adjourn the meeting. MOTION CARRIED.

APPENDIX A

AGENDA

WESTERN ASSOCIATION OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

Napa Valley Marriott Hotel
Napa, California
March 12-14, 1997

Wednesday, March 12

8:00 a.m. - 5:00 p.m.	RIC Meeting
7:00 p.m. - 8:00 p.m.	WAAESD Executive Committee Meeting

Thursday, March 13

Morning Session:

8:00	1.0	Call to Order	R. S. Pardini
		Introductions & Announcements	
		Adoption of Agenda	
8:10	2.0	Welcome	W. R. Gomes
8:25	3.0	Brief Description of Napa Valley	H. J. Vaux
8:40	4.0	Approval of Minutes of November 16, 1996 Meeting	R. S. Pardini
8:45	5.0	Chairs Report/Interim Actions/Executive Committee Report	R. S. Pardini
9:00	6.0	Treasurer's Report	T. J. McCoy
	7.0	Reports from Liaison Representatives	
9:10	7.1	CSREES Report	E. M. Wilson/G. E. Cooper
9:45	7.2	ARS Report	A. Shipper/R. Nave
10:00		BREAK	
10:15	7.3	Forest Service Report	D. Burns
10:30	7.4	Veterinary Medicine	B. I. Osburn
10:45	7.5	NAPFSC	C. P. P. Reid
	8.0	Regional Activities/National Committees	
11:00	8.1	Research/Extension Academic Programs	V. McCracken
		ESCOP/ACOP Leadership Program	
		ESCOP Social Sciences Subcommittee	
11:20	8.2	SARE	V. Phillip Rasmussen
11:40	8.3	Western Rural Development Center	R. Youmans
12:00		LUNCH	

Afternoon Session

1:00	8.4	ESCOP	C. C. Kaltenbach
1:20	8.5	ESCOP Legislative Subcommittee	G. Cunningham
1:30	8.6	Status of Research Policy Center	G. Cunningham
1:45	8.7	ESCOP FY98 and FY99 Budget Subcommittee	H. F. McHugh
2:00	8.8	GPRA	G. Cunningham
2:20	8.9	IPM	T. J. McCoy

2:30 Depart for Tour of Oakville Experimental Vineyard ..... H. J. Vaux

5:00 Tour, Reception and Dinner - Cakebread Cellars

Friday, March 14, 1997

Morning Session

8:30 9.0 RIC Report ..... J. J. Jacobs

9:30 10.0 Executive Director Report ..... R. D. Heil
- Committee of Nine Replacement
- Image Enhancement

10:00 BREAK

10:15 11.0 State Reports and Discussions

11:30 12.0 Discussion and Plans for Summer Joint Meetings ..... R. D. Heil

11:40 13.0 Future Meetings

13.1	Summer	C. W. Laughlin
13.2	Summer ESCOP/ECOP Meeting	R. S. Pardini
13.3	Fall Meeting - NASULGC	R. D. Heil

11:50 14.0 Resolutions ..... G. A. Mitchell/H. G. Vest

12:00 15.0 Adjourn

APPENDIX B

WESTERN DIRECTOR AT LARGE ACCOUNT
FINANCIAL REPORT

FY 1997

06-Mar-97

A S S E S S M E N T S

Item		Assessment	Payment	Balance due
AM.SAMOA		$ 600.00	$ 0.00	$ 600.00
MICRONESIA		600.00	600.00	0.00
NORTHERN MARIANAS	*	600.00	0.00	600.00
ALASKA		7,054.71	7,054.71	(0.00)
ARIZONA		12,161.39	12,161.39	(0.00)
CALIFORNIA		18,845.73	18,845.73	(0.00)
COLORADO	Actual payment was $6,515.74 (rent deducted)	14,976.42	14,976.42	0.00
GUAM		6,883.50	6,883.50	0.00
HAWAII		9,057.17	9,057.17	0.00
IDAHO		10,828.89	10,828.89	0.00
MONTANA		11,424.40	11,424.40	0.00
NEVADA		8,908.30	8,908.30	(0.00)
NEW MEXICO		9,213.52	9,213.52	(0.00)
OREGON		13,739.56	13,739.56	(0.00)
UTAH		12,361.01	12,361.01	0.00
WASHINGTON		18,427.03	18,427.02	0.01
WYOMING		10,300.37	10,300.37	(0.00)
SUB TOTAL		165,981.99	164,781.99	1,200.00
COLORADO RENT		(7,800.00)	(7,800.00)	
Total		$ 158,181.99	$ 156,981.99	$ 1,200.00

I N C O M E A N D E X P E N S E S

Date	Transaction	Income	Expense	Balance
07/01/96	June 30, 1996	$	$	$ 43,518.78
YTD	FY 1996 Assessments Received	156,981.99		200,500.77
01-Jul-96	Adjustment from FY96 to balance with Univ reports		0.01	200,500.76
01-Jul-96	Montana AES for accounting expenses		1,500.00	199,000.76
23-Jul-96	Transfer of funds to CSU-Jul-Sept		14,500.00	184,500.76
07-Aug-96	University of Wyoming - Heil Salary/Benefit Apr-June 96		30,402.18	154,098.58
23-Sep-96	Transfer of funds to CSU-Oct-Dec		14,500.00	139,598.58
22-Oct-96	University of Wyoming - Heil Salary/Benefit Jul-Sept 96		30,464.43	109,134.15
21-Nov-96	Montana AES for accounting expenses (increase)		1,000.00	108,134.15
27-Dec-96	Transfer of funds to CSU-Jan-Mar		14,500.00	93,634.15
21-Jan-97	University of Wyoming - Heil Salary/Benefit Oct-Dec 96		29,692.89	63,941.26
08/31/96	July Interest	199.12		64,140.38
09/30/96	August Interest	103.93		64,244.31
10/31/96	September Interest	10.06		64,254.37
11/30/96	October Interest	90.60		64,344.97
12/31/96	November Interest	281.82		64,626.79
01/31/97	December Interest	365.49		64,992.28
02/28/97	January Interest	351.24		65,343.52
Total		$ 158,384.25	$ 136,559.51	$ 65,343.52

WESTERN DIRECTORS' SPECIAL ACCOUNT
FINANCIAL STATEMENT
FY1997
06-Mar-97

A S S E S S M E N T S

Item	Assessment	Payment	Balance Due
ALASKA	$ 310.79	$ 310.79	$ 0.00
ARIZONA	535.77	535.77	(0.00)
CALIFORNIA	830.24	830.24	0.00
COLORADO	659.78	659.78	0.00
GUAM	303.25	303.25	0.00
HAWAII	399.01	399.01	0.00
IDAHO	477.06	477.06	0.00
MONTANA	503.30	503.30	(0.00)
NEVADA	392.45	392.45	0.00
NEW MEXICO	405.90	405.90	(0.00)
OREGON	605.29	605.29	0.00
UTAH	544.56	544.56	0.00
WASHINGTON	811.80	811.80	(0.00)
WYOMING	453.78	453.78	(0.00)
Total	$ 7,232.98	$ 7,232.98	$ 0.00

I N C O M E A N D E X P E N S E S

Date	Transaction	Income	Expense	Balance
07/01/96	June 30, 1996 Balance	$	$	$ 19,623.69
YTD	FY1996 Assessments Received	7,232.98		26,856.67
08/14/96	Kaltenbach-ESCOP/ ECOP Bar Harbor ME		1,787.40	25,069.27
08/14/96	Rasmussen-ESCOP/ ECOP Bar Harbor ME		1,842.76	23,226.51
10/14/96	Kaltenbach-USDA/CSREES Washington D.C. (Partnership Office)		777.35	22,449.16
10/22/96	Rasmussen-ECOP Leadership Mtg Washington D.C.		821.44	21,627.72
10/22/96	Rasmussen-Nat'l Synthesis Conf Washington D.C.		1,078.57	20,549.15
11/19/96	Sykes ESCOP Bar Harbor ME		1,632.30	18,916.85
11/27/96	Rasmussen-NASULGC San Diego CA		1,107.45	17,809.40
12/27/96	Kaltenbach-NASULGC/ESCOP Board on Ag Washington D.C.		934.22	16,875.18
03/06/96	Kaltenbach-ESCOP/CARET/AHS Washington D.C.		1,738.27	15,136.91
08/31/96	July Interest	88.25		15,225.16
09/30/96	August Interest	90.31		15,315.47
10/30/96	September Interest	65.53		15,381.00
11/30/96	October Interest	81.67		15,462.67
12/31/96	November Interest	78.27		15,540.94
01/31/97	December Interest	65.44		15,606.38
02/28/97	January Interest	65.36		15,671.74
Total		$ 7,767.81	$ 11,719.76	$ 15,671.74

WDA AGENDA BRIEF

Meeting Date: March 12-14, 1997
Agenda Item: 9:107-1
Presenter: Edward M. Wilson
Agenda Item Title: Research Education and Economics Information System (REEIS)

USDA's Research, Education, and Economics mission agencies and their university partners lack a central, integrated, user friendly electronic information system capable of providing a knowledge base of the thousands of programs and projects for which they are responsible that focus on food, agriculture, natural resources, and rural development. Such a system is increasingly needed to enable the Department and its partners to readily conduct both comprehensive baseline and ongoing assessments as well as evaluations of research, education, extension, and economics programs and projects. Furthermore, the Government Performance and Results Act has imposed reporting demands which current, decentralized information systems are not prepared to satisfy.

Recognizing the foregoing, the Federal Agriculture Improvement and Reform (FAIR) Act of 1996 authorized the development of a state-of-the-art information technology system to monitor and evaluate agricultural research and extension activities conducted and supported by the Department of Agriculture. Congress has appropriated $.4 million in the 1997 budget and $1 million is requested in the FY 1998 budget recently submitted by President Clinton to the Congress.

CSREES has been designated to organize and coordinate the efforts of REE agencies and their state and private partners in planning, designing, developing, and implementing a comprehensive Research, Education, and Economics Information System (REEIS). The proposed REE-wide system must have the capability to:

- **Expand the breadth of information** beyond biological and social science research by including education, extension, and economics programs.
- **Link different types of programs over time** via time series analyses, longitudinal studies, and testing for cause and effect.
- Facilitate empirical analyses to **account for historical, current, and future use** of USDA R&D funds.
- Enable REE agencies and their partners to conduct **rapid and comprehensive policy assessments and program evaluation** analyses.
- Provide information management tools to **enhance the timeliness and accuracy** of REE-wide responses to inquiries about program emphases and expenditures.
- Improve REE capacity to **plan and assess outcomes and outputs** of Departmental expenditures for research, education, extension, and economics.
- Satisfy **program and budget accountability requirements** by assessing financial impacts reflected by combined information from numerous sources. Such impact

information must be comprehensive, timely, creditable, significant, and relevant.

- **Assess technologies and practices** employed in extension, education, economics, and research activities at the field and/or regional levels.
- **Link to and/or integrate with other relevant information systems** to the fullest extent possible.
- Provide a **basis for improved coordination and targeting of programs** based on more effective assessment of outcomes.

Ultimately, we envision REEIS operating as a platform to link/interrelate many different data bases serving extension, research, education, and other REE agency functions. While this may sound simple, the planning, design, testing, and validation of such a system will be exceptionally complex. That is why we are absolutely committed to involving our university partners to the fullest extent possible in these activities.

The daily responsibility for managing REEIS resides within our Science and Education Resources Development division for which Dr. K. Jane Coulter serves as the Deputy Administrator. Coulter has recently secured Dr. Milo Shult, Vice President for Agriculture and Director of Cooperative Extension and Director of the Agriculture Experiment Station at the University of Arkansas to chair a national steering committee that is being established to guide the overall approach to designing, developing, testing, and launching the proposed system. This body will include both users and producers of REE agencies' data, namely, administrators and program/project leaders from our partner institutions, and representatives from OMB, OSTP, GAO, Congress, REE agency policy officials and program leaders, as well as successful information system managers from other Federal agencies like DOE, NASA, NSF, and NIST.

We expect the steering committee to be operational within the next few months. This schedule should allow us the needed time to identify a private contractor who can attend the first meeting of the steering committee for the purpose of discussing a "needs assessment."

Over the past several months, many myths and misconceptions have surfaced regarding REEIS. CSREES needs the help of its university partners in laying these to rest and in replacing them with the facts. For example:

- PPARS, 4H, EFNEP and other data bases will be strengthened and expanded to better serve the extension system. They will not be replaced with CRIS!
- CRIS-enhanced will continue to serve research, along with data bases for IPM, NAPIAP, DADS, etc.
- FAEIS will serve higher education and be expanded to include data on USDA supported education programs.
- The system must be beneficial to our university partners. It cannot and will not be designed to serve only the needs of the REE agencies.
- Keep it simple is the bottom line!

WDA AGENDA BRIEF

Meeting Date: March 12-14, 1997
Agenda Item: 9:107-1
Presenter: Edward M. Wilson
Agenda Item Title: CSREES Update: Natural Resources and Environment Unit

Conservation Reserve Program (CRP): During last October, agricultural economists and farm management specialists from land-grant institutions worked with CSREES personnel to develop work sheets to assist farmers and landowners with Conservation Reserve Program (CRP) decisions. This package of decision aids is now available on the CSREES homepage under the URL:

http://www.reeusda.gov/resd/farm/crp01.htm.

FY98 Budget: Of particular interest to NRE is the proposal to eliminate two programs in natural resources: Rangelands Research ($475,000 in FY97) and the Renewable Resources Extension Act (RREA; $3.192 million in FY97). Although small, these programs have been highly visible and the proposal to eliminate them has generated considerable attention from natural resource constituencies.

Water Quality: As this was being written, selected regional water quality coordinators and CSREES staff were scheduled to meet at the end of February in Chicago. The purpose of the meeting was to begin to identify planning strategies for future water quality efforts. Both research and extension input will be sought.

Hypoxia: Maury Horton and Fred Swader continue to represent CSREES/NRE on a USDA working group on this issue. A meeting has been scheduled in Baton Rouge for March 10-12, 1997. For more information, contact Maury Horton on 202-401-4504.

Safe Drinking Water Act Amendment, 1996: This amendment requires that every state develop/adopt a plan for drinking water protection by February 1999. EPA is making funds available for this purpose through the Drinking Water State Revolving Fund. More information on this issue is available on the World Wide Web at:

http://www.epa.gov/OW/OGWDW/SDWAthem.html

or, call Mary Ann Rozum at 202-401-4533.

Personnel: NRE hired Dr. Sharon Friedman, a forest geneticist, to serve as the National Program Leader for Forestry Biology. She joined us early last autumn. Dr. Friedman comes to us from the Forest Service headquarters here in Washington where she has served as a research coordinator since 1991. Her previous experience includes directing the genetics laboratory at Eldorado National Forest, and serving as area geneticist for the Ochoco, Deschutes, Fremont, and Winema National Forests. Dr. Friedman did her undergraduate work at the University of California Berkeley, and has an M.S.F. from Yale (forest biology), with her Ph.D. from the University of New Hampshire (genetics).

Western Directors Association Meeting March 12-14, 1997

Agenda Item: 9.107.1

Presenter: Ted Wilson

Agenda Item: National IPM Initiative

- FY 1998 Budget. The President's budget recommends an increase of $12.2 million in support of IPM Initiative and an increase of $5.0 million for IPM-related programs: IPM research (P.L. 89-106) =$8.0 million (increase of $5.3 million); IPM extension (S.L. 3(d))=$15.0 million (increase of $4.2 million); Pest Management Alternatives Program =$4.2 million (increase of $2.6 million); Expert IPM Decision Support System=$300,000 (increase of $123,000). Funding for IPM-related programs: IR-4=$10.7 million (increase of $5.0 million); NAPIAP research=$1.3 million; NAPIAP extension=$3.3 million (increase of $100,000); Pesticide Applicator Training=$1.5 million (increase of $1.5 million); Sustainable Agriculture research=$8.0 million; Sustainable Agriculture extension=$3.3 million; Water Quality research=$2.8; Water Quality extension=$9.1 million (decrease of $1.6 million).

- IPM remains a major emphasis in the USDA budget for FY 1998, with strong support from Deputy Secretary Rominger, Under Secretary Woteki, and CSREES Administrator Robinson. The land-grant system's past and future role in getting IPM implemented is acknowledged and is viewed as a success story at USDA.

- Dr. Gerrit Cuperus, Professor of Entomology at Oklahoma State University, will serve as USDA IPM Coordinator until September 30, 1997. Gerrit has been Oklahoma State University's IPM Coordinator since 1982. He brings a practical hands-on knowledge of a number of agricultural production systems, IPM, and ICM.

- The Regional IPM Grants Program will continue to fund research-only and joint research-extension projects in FY 1997. In addition, a new funding category for extension-only projects will be offered in FY 1997. In FY 1996, a total of 90 research-only proposals were received, and 30 projects (33%) totaling $2,078,979 were funded; and a total of 37 research-extension proposals were received, and 13 projects (35%) totaling $905,071 were funded. Both research and extension faculty comprise the peer panels reviewing proposals.

- The Pest Management Alternatives Program will provide competitive grants to address pest control problems with few or no alternatives to pesticides that may be lost due to regulatory action or pest resistance. In FY 1996, a total of 41 grant proposals were received, and 17 (41%) projects totaling $1,502,518 were funded. The deadline for submission of FY 1997 proposals is February 28, 1997.

- New communications vehicles have been launched. Success story publications were produced in each of the four regions for a variety of audiences. The National IPM Network and the CSREES IPM HomePage are being developed, and will reach a world-wide audience via World Wide Web.

Priorities for the Future

- Find the resources to speed-up IPM implementation through "Phase II" projects. Phase II projects will be managed by interdisciplinary and multi-organizational teams focused on implementing IPM methods on a production-region scale. These projects will require significant involvement and support of producers, consultants, and other end-users at the grassroots level. Land-Grant University leadership (department heads; directors of state agriculture experiment stations and cooperative extension services) have a valuable role to play in helping to build this involvement, and in converting our Phase II plan into a functional program that addresses the most pressing pest management problems on a production region basis. Successful grant applicants would demonstrate end-user involvement and ability to address priority research and extension needs, as identified by end-users.

- Development and Implementation of Pest Management Alternatives. FQPA presents may new challenges for research and extension programs—alternative pest management approaches must be developed to replace pesticides removed from the marketplace as a result of regulatory action. Extension education programs are needed to help farmers and others to implement new approaches to managing pests.

- Support Market-Driven Approaches. There is growing interest in establishing IPM labels by food processors and marketing chains. These efforts are the result of public-private collaboration and partnerships. Food processors like Campbell Soup, General Mills, Gerber, and Heinz have implemented strong pesticide use restrictions that eliminate the use of some pesticides and restrict the use of others; the goal is to have no detectable residue in the final food product. A large grocery chain in New York is marketing an IPM-grown label of canned goods. The marketplace is providing incentives for producers to adopt IPM practices, not government.

- Precision Farming. Precision farming presents many new opportunities and challenges for IPM systems. Extremely large quantities of data will be produced by precision farming instrumentation, but it is unclear how this information will be utilized by IPM and other management systems.

- Whole-Farm Approaches. Integration of practices, whole-farm approaches, interdisciplinary efforts. IPM must continue to expand to total farm management, including crop rotation, tillage practices, irrigation and fertilization, and then to areawide and regional efforts.

- Pesticide Education. There is a great need to provide adequate educational and training programs to the general public and to those who have a need to use pesticides, such as in home environments.

- Strengthened Policy Analysis Capability. Policy-makers need timely and high quality analyses to base their decisions, including new decision tools that permit them to consider health, environmental, and economic factors in policy and regulatory decisions. Decision support systems that bring together various existing databases will be essential tools for policy-makers, program managers, and the science community.

- Strengthened Partnerships. Issues dealing with pesticides and pest management need to be dealt with on a partnership basis. Coalitions need to continue to be built and strengthened with producer groups, processor groups, and grocers associations to develop research and education programs to maintain the integrity of the food system. New ways to need to be developed to further encourage the active participation of end-users and stakeholders in discussion of priority needs, assessment of the effects or benefits of research and extension programs, opportunities for greater public-private collaboration, more active collaboration between USDA and the land-grant university system, etc.

WDA AGENDA BRIEF

Meeting Date: March 12-14, 1997
Agenda Item: 9:107-1
Presenter: Edward M. Wilson
Agenda Item Title: News from the National Research Initative

In 1996, 3073 proposals were received and 739 were awarded - a success rate of 24%. The average size grant was $125,620 for 2.14 years. In addition, 31 conferences were partially funded in the various research areas at an average of $6600. The NRI participates in three interagency programs: Collaborative Research in Plant Biology (NSF, DOE, USDA), Terrestrial Ecology and Global Change (NSF, DOE, USDA, NASA), and the *Arabidopsis* Genome Sequencing Project (NSF, DOE, USDA).

Funding categories include the following: Natural Resources and the Environment; Nutrition, Food Quality, and Health; Plant Systems; Animal Systems; Markets, Trade, and Policy; and New Products and Processes. The 1997 Program Description lists 26 program areas with $94.2 million available. The Program Description, Application Kit, Abstracts of Funded Projects, and the Annual Report are all available on the NRICGP Home Page at www.reeusda.gov/nri.

The FY 1998 President's Budget Proposal highlights the NRICGP as an Area of Emphasis with a $35.8 million increase. The higher funding level is to allow expanded research in three key areas: food safety, environmental quality, and the genetic enhancement of plants.

Two NRICGP nominees received Presidential Early Career Awards for Scientists and Engineers in 1996. The Presidential Awards, new in 1996, are intended to recognize the finest scientists and engineers who, while early in their research careers, show exceptional potential for leadership at the frontiers of scientific knowledge during the twenty-first century.

WDA AGENDA BRIEF

Meeting Date: March 12-14, 1997
Agenda Item: 9:107-1
Presenter: Edward M. Wilson
Agenda Item Title: Secretary Glickman's Civil Rights Report

Friday, February 28, 1997, Secretary Glickman released "Civil Rights at USDA--A Report of The Civil Right Action Team." This report grew out of 12 listening sessions held throughout the country in January and an analysis of many previous civil rights studies and reports.

At the 12 listing sessions, 11 of which the Secretary and/or Deputy Secretary attend, the Team heard a lot about the need for: additional outreach to the socially disadvantage and limited resource farmers and ranchers, higher priority for research and education programs targeted to meeting their needs, more assistance for American Indians and farm workers, adequate and equitable funding, and more hiring and equitable treatment of minorities. The Report's 92 recommendations address these and other issues that affect our research, teaching, and Extension programs.

The overall theme of the report and recommendations is that "Every customer, and every employee must be treated fairly, equitably, and with dignity and respect."

Specific recommendations and action plans include a call for research agencies, and land-grant universities to give higher priority to meeting the specific needs of the socially disadvantage, and limited-resource farmers and ranchers. Each land-grant institution, CSREES, and other USDA research agency is asked to name an individual who is primarily responsible for assuring the research, management, and educational needs of the socially disadvantage, limited resource farmers and ranchers are identified and given priority. It also calls for an increase involvement of small and limited-resource farmers and ranchers in the demonstration farms, forests, and watershed projects.

USDA will establish a National Outreach Office, form an outreach council, and prepare a strategic outreach plan. CSREES, and the other USDA agencies will have an outreach liaison position to coordinate, and direct outreach programs in conjunction with the new USDA Office of Outreach. States will also be asked to organize a State Outreach Council responsible for coordinating outreach efforts of all USDA agencies with state and local level program delivery. This council will be similar to the State Food and Agricultural Councils. Land-grant universities will want to be major partners in the councils and outreach efforts.

In the Secretary's Civil Rights Policy Statement issued February 28, he said, "By our words and actions, each of us must demonstrate a commitment to equal opportunity for all individuals. Further, to be successful as a Department, we must embrace and value diversity and strengthen our commitment to an equitable and discrimination-free workplace."

WDA AGENDA BRIEF

Meeting Date: March 12-14, 1997
Agenda Item: 9:107-1
Presenter: Edward M. Wilson
Agenda Item Title: Notes on the Fund for Rural America

- The 1996 Federal Agriculture Improvement and Reform Act (FAIR) established a 3-year Fund for Rural America to be supported with $100 million per year. USDA is to use the Fund to "...tackle the backlog in critical needs" and to "...use cutting-edge research to meet the challenges facing agriculture and Rural America in the 21st century". These challenges range from the phasing out of agricultural support programs included in FAIR , trade liberalization, technological advances, and natural resource management to economic and demographic pressures on rural communities.

- One-third of the Fund is earmarked for competitive research grants. A second third is earmarked for support for USDA rural development programs and the third component can be used for either initiative at the Secretary's discretion. An RFP for the research third was published in the Federal Register January 28, 1997. It calls for biological, physical, and social science research on international competitiveness, profitability, and efficiency; environmental stewardship, and rural community enhancement. A peer review process will be used to make awards, with emphasis put on multidisciplinary, multipartner research, education, and extension projects.

- This year's Fund RFP also includes provision for $10 million from the Secretary's third for research, education, and extension projects focused specifically on livestock concentration, food safety, phytonutrients and functional foods, and gleaning and food recovery. An added RFP for $2.8 million also from the Secretary's third will be released in 6-8 weeks. It will fund research, education, and extension activities focused on telecommunications and enhancing the ability of Rural America to access and use information.

- The first RFP is available on the web at www.usda/whatsnew.htm. For more information on the research component of the Fund, contact Pat O'Brien at 202-401-1671.

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Betty Lou Gilliland, Assistant to the Administrator

LEGISLATIVE AFFAIRS

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CIVIL RIGHTS

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BUDGET

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PLANT & ANIMAL PRODUCTION, PROTECTION & PROCESSING
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Deputy Administrator

NATURAL RESOURCES AND ENVIRONMENT
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Deputy Administrator

RURAL, ECONOMIC & SOCIAL DEVELOPMENT
Robert Koopman
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FAMILIES, 4-H, & NUTRITION
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George Cooper
Deputy Administrator

COMPETITIVE RESEARCH & AWARDS MANAGEMENT
Sally Rocky
Deputy Administrator

SCIENCE AND EDUCATION RESOURCES DEVELOPMENT
Jane Coulter
Deputy Administrator

COMMUNICATIONS, TECHNOLOGY & DISTANCE EDUCATION
Barbara White
Deputy Administrator

Task Force on Committee of Nine Replacement
January 24, 1997

Meeting convened at 8:47 a.m., Room 3854-S. Those present were: Colien Hefferan, Lizzette Williams, P. S. Benepal, Bob Heil, Richard Heimsch, George Cooper, Eva Russnak (recorder) and LeRoy Luft (via telephone)

Purpose and goals of task force

The Farm Bill has been the authority for providing oversight and guidance for the Regional Research Program through the Committee of Nine. The 1995 Farm Bill significantly changed the advisory process by eliminating the C/9; thereby requiring the need for this task force to propose an alternative mechanism for providing guidance and oversight to the Regional Research Program.

The C/9 type function must:

- Involve the complete research system including other federal agencies up front in planning and conducting regional research to ensure that the best scientists are participating and that no barriers are created that discourages participation.
- Review the length of time of NSRP projects determine if this should be a national issue and if it should be funded from regional research funds.
- Involve Regional Research system as appropriate in strategic planning and priority setting, recognizing the need to meet the requirements of GPRA.
- Identify and address national priorities/issues as they relate to regional research.
- Provide oversight that involves entire system but enough flexibility for rapid response. Move from priority setting process (current) to a strategic plan (future).
- Encourage innovation and risk taking--do not limit regional research to strategic plan
- Plan and monitor portfolio.

Structure of Committee

Structure would include 13 members 10 from ESCOP, representing 5 regions; 2 from ECOP and 1 from Executive Directors.

Have regions discuss makeup of committee and provide something at spring meeting.

Three-year staggered appointments

Functional areas rather than disciplines

No more than two meetings and perhaps supplemented by teleconferences.

Support could be off-the-top at regional level; agency support organizational meeting and at that time discuss pros and cons to support.

Name of Committee

Name of the Committee is "Regional Research Partnership Committee."

Functions of Committee

- Review annual progress reports on RRF in terms of inputs and accomplishments.
- Advise the Administrator, CSREES, on conduct, management and administration of cooperative regional research;
- Develop and recommend policy for conducting effective regional research
- Monitors research in regional program;
- Review research priorities and evaluate current RR for effectiveness, timeliness, and conformity to national research planning priorities;
- Advise on specific matters referred to Committee;
- Solicit suggestions relevant to RR for study;
- Review and develop policy on trust funds;
- Review policy under which contingency funds can be set aside;
- Oversight of review oversight and evaluation process;
- Approve, authorize off-the-top funding and name third-year reviewer panel of administrators and scientists for NRPs;
- Authorize NRSPs, off-the-top funding; review and recommend approval and recommend termination or renewal after five years of NRSP's based on third year review.
- Originate preproposals;
- Communicate with NRP and NRSP sponsors;
- Approve NRP and NRSP preproposals;
- Review preproposals and make recommendations.

Recommendations

- A study for process that deals with trust funds;
- Proposed role of committee in developing contingency fund on policies and conditions on how to establish;
- Review and approval of revised manual for regional research;
- Identify role of committee and send to regions for review.

g:\cooper\c9task.sum
January 28, 1997

Members of Task Force for Committee of Nine Replacement

Dr. Colien Hefferan,
Chairperson
Assocate Administrator
CSREES

Dr. George Cooper
Deputy Administrator
CSREES

Dr. R.D. Heil
Executive Director
WAAESD

Dr. J.A. Stewart
Associate Dean
University of New Hampshire

Dr. Richard Heimsch
Director
University of Idaho

Dr. LeRoy Luft
Director
CES
University of Idaho

Dr. Dale Vanderholm
Director
University of Nebraska

Dr. John I. Sewell
Director
University of Tennessee

Dr. P.S. Benepal
Associate Director
Virginia State University

USDA
AGRICULTURAL RESEARCH SERVICE
PACIFIC WEST AREA
NORTHERN PLAINS AREA
SOUTHERN PLAINS AREA

The President's Budget for ARS includes an overall increase of $10,000,000, and $30,000,000 of program initiatives. To accommodate the program initiatives, ARS proposes program reductions of $23,000,000. Slightly more than $7,200,000 of these reductions are proposed in the Pacific West Area. The ARS laboratory at Prosser and the worksite at Brawley are proposed to be closed. Individual CRIS projects are proposed to be terminated at Albany (CA), Fresno (CA), Hilo (HI), Aberdeen (ID), Corvallis (OR); newly appropriated funds at Corvallis and Pullman (WA) are proposed to be terminated. All of the funds from these terminated projects will be redirected to the new initiatives. Of these redirected funds, $2,800,000 will be applied to locations in PWA. Also included in the President's proposed budget is $23,400,000 for construction of a laboratory facility at Parlier, CA, to replace the ARS facilities at Fresno. Two tables are attached that show these fund shifts.

ARS is exploring the possibility of moving the Western Human Nutrition Research Center from the Presidio in San Francisco to the UC Davis campus. Such a move would require appropriation of funds by Congress to construct a new facility. None have been proposed in the FY 98 budget.

Ray Clark, Research Leader of the Plant Germplasm unit at Pullman, retired in January. Recruitment action to replace him will begin in the next month. The position will be advertized as a Geneticist, Horticulturist, Plant Pathologist, or Plant Physiologist. Until the position is filled, Rich Hannan is Acting Research Leader.

Betty Klepper, Research Leader of the Columbia Plateau Conservation Research Center at Pendleton, OR, retired in August 1996, and Dale Wilkins was named Research Leader to replace her.

Mark Weltz has been named Research Leader of the Southwest Watershed Research Unit at Tucson.

Dale Westermann has been named Research Leader of the Northwest Irrigation and Soils Research Lab at Kimberly.

The ARS research units in Hilo, HI, have been consolidated into a Tropical Fruit and Vegetable Research Laboratory, with two research units. Laboratory Director Nic Liquido plans to resign to enter private business in September. A recruitment action is planned to replace him.

A Program Review of the Western Human Nutrition Research Center in San Francisco was held in September 1996. A Program Review of the three Fresno ARS Units will be held April 1 - 3, 1997. A Program Review of the Dubois Sheep Experiment Station will be held April 29-30, 1997.

The move of the Rangeland Insects Lab and the Biocontrol of Weeds programs from Bozeman to Sidney, Montana has been completed. Facilities are being remodeled, and some new construction is being planned to accommodate the program move. The resulting Center will contain the resident Soil and Water Management research, in addition to the above program activities. This will result in a coordinated integrated program addressing critical issues in the Northern Great Plains.

Dr. Dale Heermann, RL for the ARS Water Management Research Unit in Ft. Collins, CO, is leading an integrated team of ARS, University and private industry representatives in the precision farming issue. They will be utilizing various mapping and GIS technologies in detailed descriptions of several irrigated farms in Eastern Colorado. This information will then be used to describe and understand spatial variability. Results can then be tied back to precision farming technologies. The project goal is to provide information to consultants and producers on the potential economic impacts of various precision farming applications.

AGRICULTURAL RESEARCH SERVICE

FY 1998 Budget Estimates
(S000)

SALARIES & EXPENSES

FY 1997 Appropriation		$716,826
Transfer to OCE for Sustainable Development		-29
PROPOSED INCREASES:		
Program Initiatives:		
Food Safety	4,114	
Emerging Diseases	5,000	
Grazinglands	1,000	
Genetic Resources	2,000	
IPM/Biocontrol	4,000	
Everglades Initiative	2,000	
Human Nutrition	12,000	+30,114
Operational Needs:		
Pay Costs		+6,409
Total, Proposed Increases		+36,523
PROPOSED DECREASES:		
Program Reductions:		
Project Terminations		-23,023
Operational Reductions:		
Streamline Reduction in Staff Years		-3,500
Total, Proposed Decreases		-26,523
Total, 1998 Department Estimates		726,797

BUILDINGS & FACILITIES:

BARC	$3,200
NCAUR	8,000
SRRC	1,100
ERRC	5,200
PIADC	5,000
PARLIER, CA	23,400
Ft Lauderdale, FL	4,000
NAL	6,000
Montpelier, FR	3,400
	59,300

FTE'S:	1996	1997	1998	CHANGE
	7,614	7,800	7,614	-186

PACIFIC WEST AREA BUDGET IMPACTS (GROSS $)

LOCATIONS	DECREASES	INCREASES
Albany	-2,133,300	+ 600,000 (Karnal bunt, food safety)
Davis		+ 50,000
Fresno	- 245,700	+ 400,000
Riverside		+ 50,000
San Francisco		+1,000,000
Brawley	- 321,000	
CALIFORNIA TOTALS	**-2,700,000**	**+2,100,000**
Hilo, HI	-1,612,400	+ 50,000
Aberdeen, ID	- 160,700	+ 300,000 (Karnal bunt)
Corvallis, OR	- 930,000	+ 50,000
Prosser, WA	-1,436,700 (549,962 to Pullman 646,145 to Aberdeen 88,585 to HQ)	
Pullman, WA	- 350,000	+ 300,000 (Vomatoxin)
WASHINGTON TOTALS	**-1,786,700**	**+ 300,000**
PWA TOTALS	**-7,189,800**	**+2,800,000**

BUDGET: Loss 31% of ARS Total Gain 09% of ARS Total PWA 14% of ARS Total	**PERSONNEL:** Total 76 of 185 SY 22 of 65

VETERINARY MEDICINE

March 12-14, 1997

James Cullor
School of Veterinary Medicine
University of California
Davis, California

Veterinary Medicine is recommending that the following items be included in the new Farm Bill Research reauthorization that is being formulated by Congress. The items of particular interest to Veterinary Medicine include:

Sustain the following Programs:
- Formula Programs
  - Hatch
  - Sec. 1433 Animal Health and Disease
- National Research Initiative
- Fund for Rural America

Initiate a Competitive Special Grants Program for
- Food Safety

The recommended 1998 funding levels for programs impacting Veterinary Medicine are as follows:

Hatch	NASULGC Recommended Level
Sec. 1433 Animal Health	$6 million
National Research Initiative	$130 million

The Colleges of Veterinary Medicine held a Workshop with livestock commodities in Washington D.C. in January to discuss issues and prioritize the efforts for the profession. The issues of interest are:

Sustainable Animal Agricultural Production Systems
Food Safety - Farm to Fork
New and Emerging Infectious Diseases including Foreign Animal Diseases
Non-Tariff Trade Barriers
Animal Welfare
Environmental Health in Animal Agricultural Production Systems &
Wildlife/Agricultural Interface

WAAESD AGENDA BRIEF

Meeting Date: **13 March 1996**

Agenda Item: **THE 1997 REPORT TO THE DIRECTORS: BY THE WESTERN SARE (SUSTAINABLE AGRICULTURE RESEARCH & EDUCATION) PROGRAM.**

Presenter: **Phil Rasmussen, WSARE Coordinator**

Background Information:

The Western SARE program has continued to promote and fund research and education projects throughout our region. Significant changes in the program since our last formal report to the Directors (1995) include:

1. **The language in the most recent Farm Bill specifically directed the USDA-SARE program to increase efforts in the Pacific Islands. We (WSARE) have conducted an educational program and a grant-writing seminar in Guam in October of 1996 (with special funding from USDA-SARE). This resulted in a doubling of the number of submitted proposals from the Pacific area. We are also exploring similar efforts with the Native American nations in our region.**

2. **The available funding for grants in our region has grown from roughly $1.1 million in 1994 to $2.2 million in 1996. The total number of grants administered by the WSARE program has grown from 3 transferred from California at the end of 1993 to 27 in 1994, 74 in 1995, and 136 in 1996. This growth is primarily due to the addition by Congress of the PDP (Extension/NRCS/FSA Professional Development Program) grants program; and, the addition of the Farmer/Rancher-initiated Grants Program (both in 1995). The EPA-ACE-II program was also added in 1995. Our 1997 regional funding is slightly lower than 1996 (at $2.15 million).**

3. **Successful proposals currently reflect an adequate cross-section of appropriate disciplines. Geographic distribution is improving. Higher levels of funding for some states are directly correlated to the numbers of proposals submitted.**

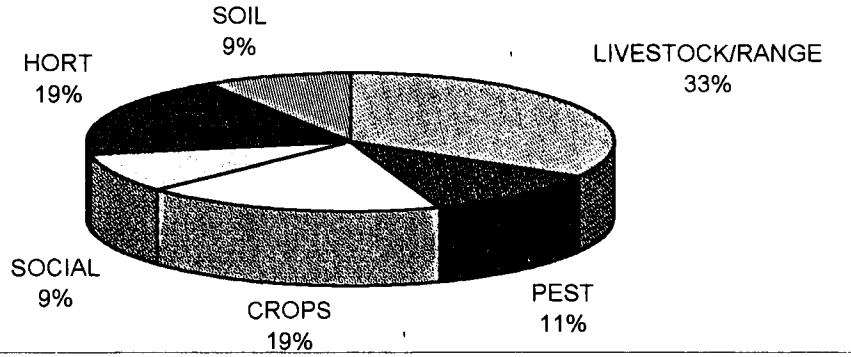
4. **Current contracting procedures through USDA-CSREES are somewhat problematic. This is compounded by recent efforts by the USDA to reevaluate all regional grants at the national level and by the current mixture of SARE Congressional appropriations (Extension 3-d funds require different accounting procedures). Hence, the current contracting process is about 120 days longer than in previous years.**

Action Requested:

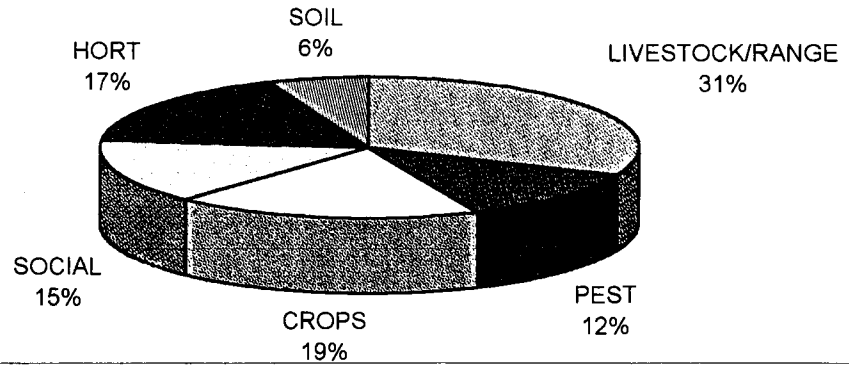
None at this time ---- This is an information item. However, questions and/ or suggestions are anticipated.

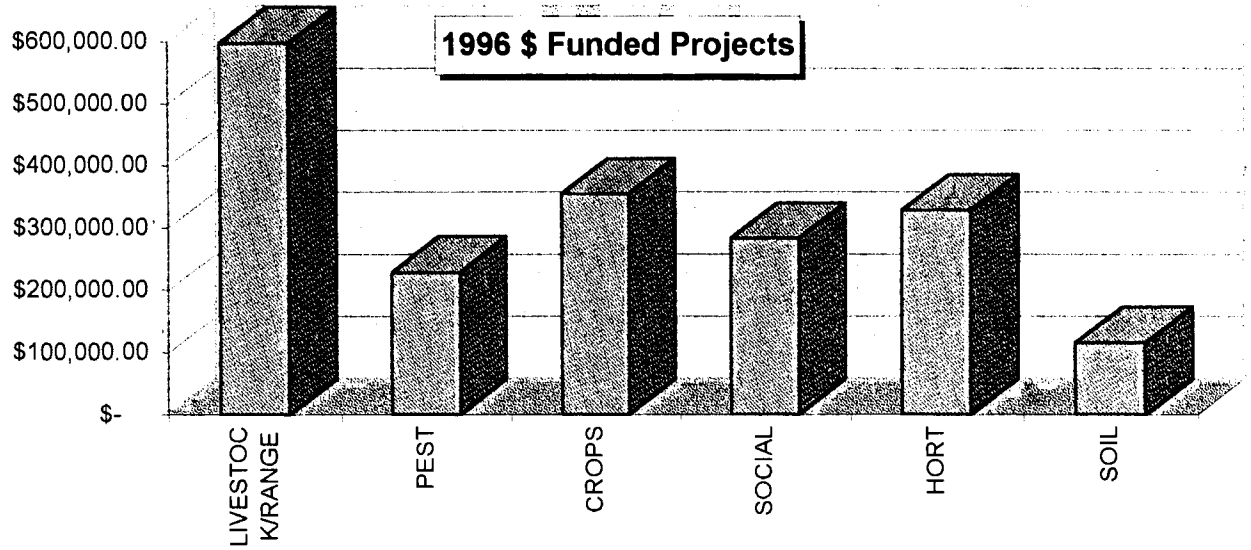
Action Taken: ...

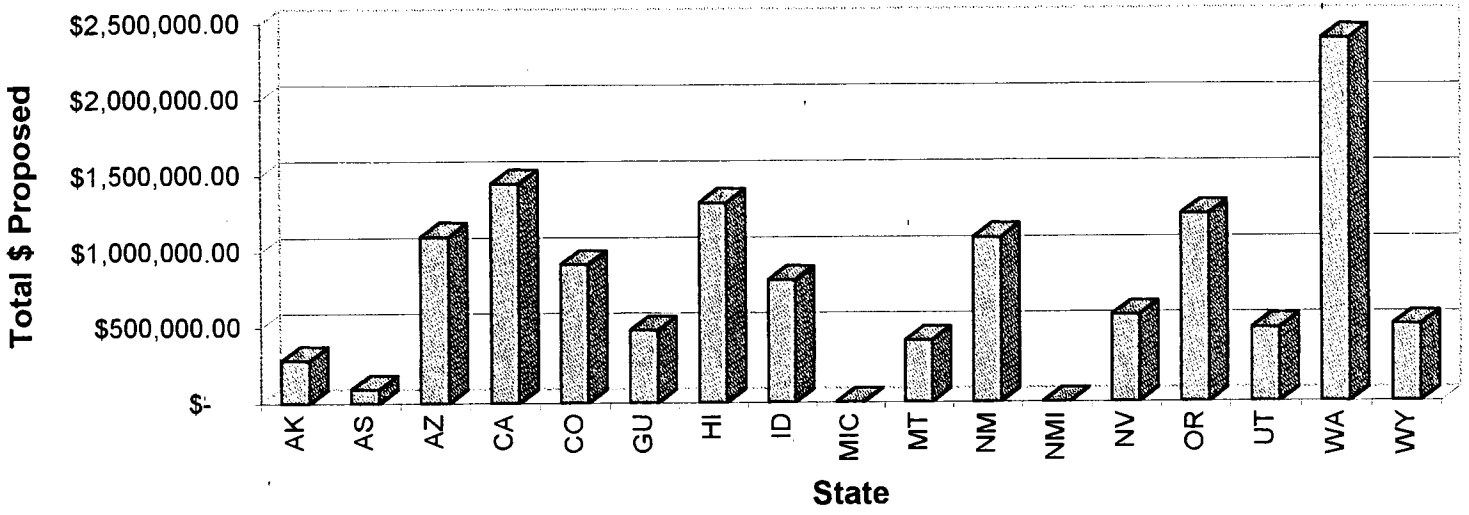
1996 # Funded Projects

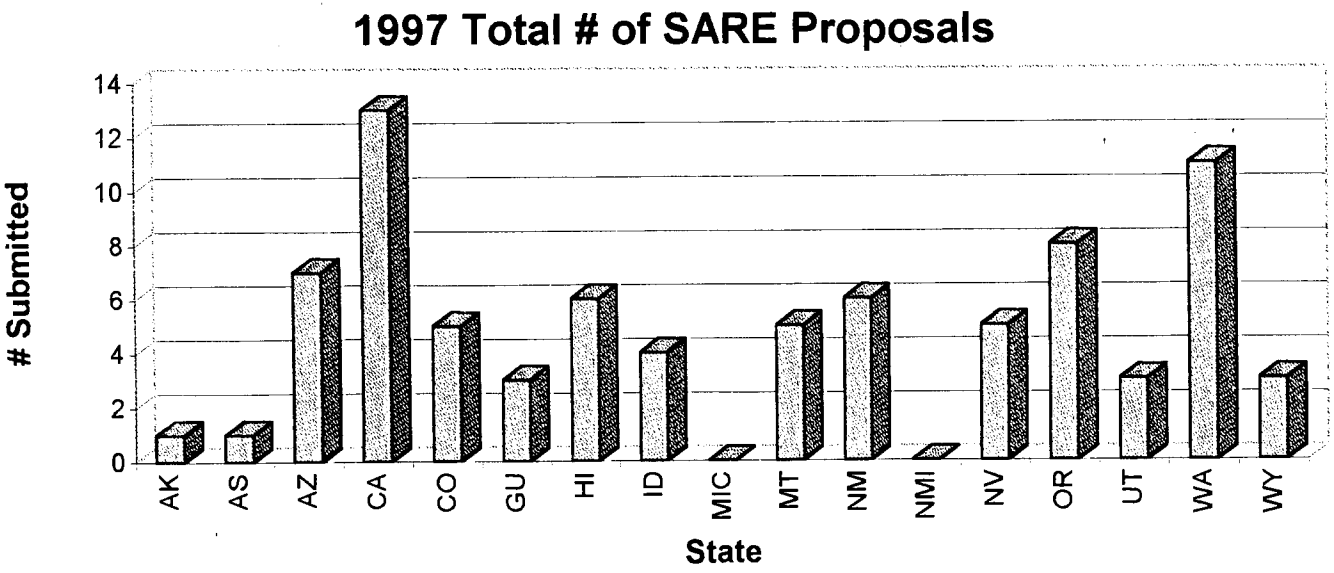


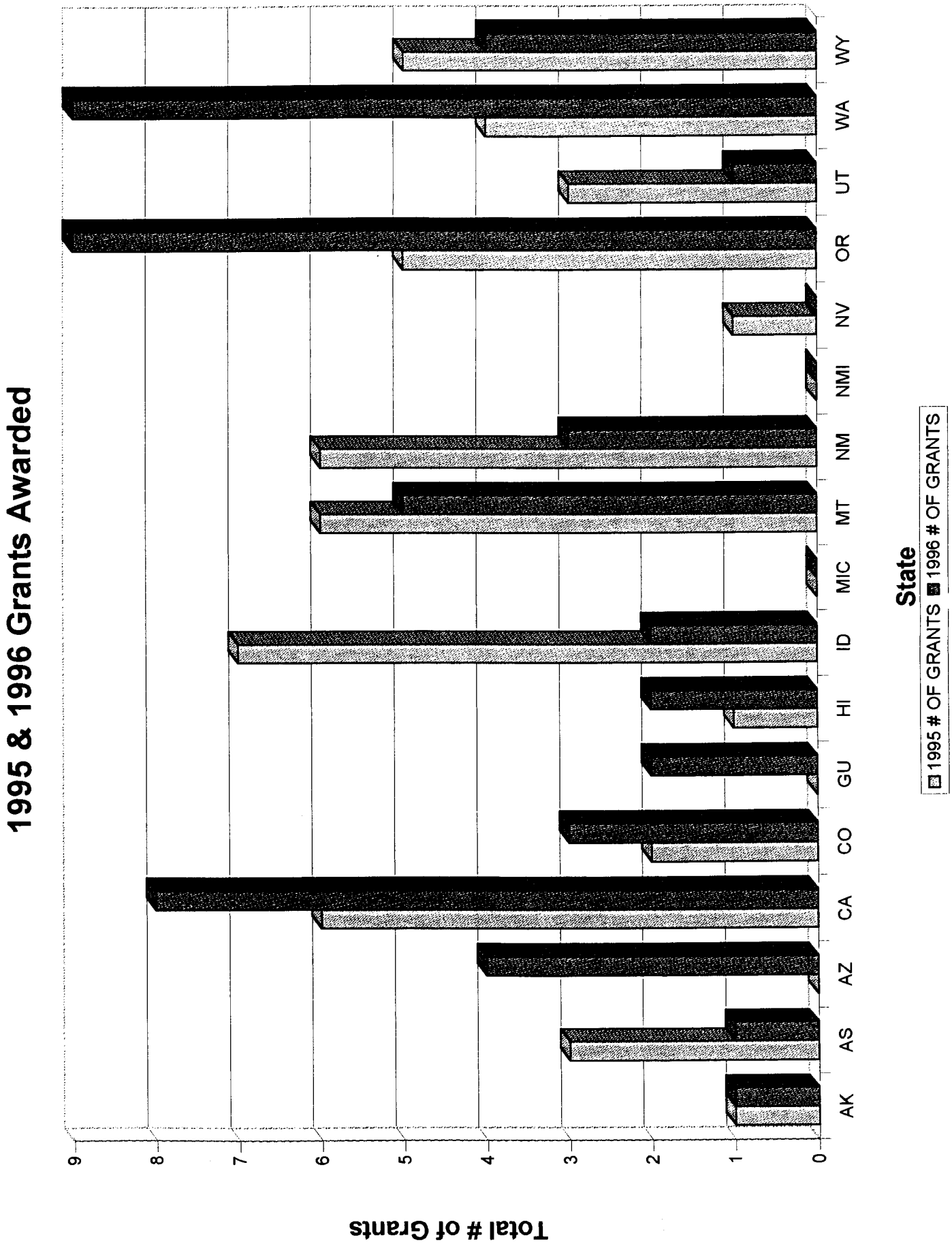
1996 $ Funded Projects






1997 Total SARE $ Proposed
Total $ Proposed
$2,500,000.00
$2,000,000.00
$1,500,000.00
$1,000,000.00
$500,000.00
$-
AK
AS
AZ
CA
CO
GU
HI
ID
MIC
MT
NM
NMI
NV
OR
UT
WA
WY
State


1997 Total # of SARE Proposals
Submitted
14
12
10
8
6
4
2
0
AK
AS
AZ
CA
CO
GU
HI
ID
MIC
MT
NM
NMI
NV
OR
UT
WA
WY
State


1995 & 1996 Grants Awarded
Total # of Grants
0
1
2
3
4
5
6
7
8
9
AK
AS
AZ
CA
CO
GU
HI
ID
MIC
MT
NM
NMI
NV
OR
UT
WA
WY
State
1995 # OF GRANTS
1996 # OF GRANTS

Western Region
Sustainable Agriculture Research and Education

Western Region

Sustainable Agriculture Research and Education

Alaska
American Samoa
Arizona
California
Colorado
Guam
Hawaii
Idaho
Micronesia
Montana
Nevada
New Mexico
N. Mariana Islands
Oregon
Utah
Washington
Wyoming

Host Institution:
Utah State University
(801) 797-3537

Highlights of Research & Professional Development Results Reported in 1996

Following are highlights of Western SARE research and professional development projects, which were reported in 1996. USDA sustainable agriculture research efforts in the west have been active for nearly ten years. Since 1994, congressional appropriations have funded professional development opportunities for extension agents and others to expand knowledge of sustainable agriculture principles and technologies.

More and expanded progress reports, grant application materials and other resources are available on the Internet, or by contacting either the program's host institution office at Utah State University or the region's public information representative (see page 6).

RESEARCH HIGHLIGHTS

Cost Reduction Strategies for Cattle Producers

Low cattle prices associated with the current peak in cattle numbers has many producers concerned. To maintain incomes with falling prices, the only option is to reduce costs of production. Winter/post-calving feeding costs are the largest item in many producers' budgets. Researchers at the University of **Wyoming** suggest that reducing the nutrition requirements of wintering cattle may be the most effective way of lowering feed costs. In this study, scientists are testing the notion that the best way to reduce cow nutrient needs in winter/early spring is to change calving dates to late spring/early summer, when high quality, green forages are available to meet the higher nutritional needs of late pregnancy and early lactation. With this approach, nutrient needs of cattle can be reduced by 25 to 50 percent, according to the study team. In an early trial in 1995, conventional and late breeding seasons were tested on an experimental University-owned herd. Weaning weights of these calves in 1996 showed a small advantage for the earlier calving dates.

[credit: a major portion of this summary was taken from an article with the same title, authored by M. Smith, J. Waggoner and L. VanTassell]

Michael A. Smith, University of Wyoming
SARE #95-07

Farmers Partner with Scientists to Design Sustainable Vegetable Production Systems

Six western Oregon vegetable producers are working closely with researchers from **Oregon** State University to design and carry out research on farming systems that are profitable, minimize the need for synthetic agricultural inputs and protect soil and water. The effort has focused on

evaluating strip-tillage approaches -- which integrate the use of winter cover crops into production systems to suppress weeds, provide a habitat for beneficial organisms and increase soil fertility. A major constraint to wider adoption of cover cropping in this area has been problems with tillage and soil preparation in wet soils. On-farm tests are comparing the use of strip-tillage with standard tillage techniques during sweet corn, broccoli and squash production. Reported results are encouraging. In two on-farm trials, sweet corn yields were reduced slightly in the strip-till system, but dramatic savings in tillage costs offset the yield decline. Strip-tillage broccoli systems produced the same yields as the standard treatments. One of the primary goals for growing cover crops, according to growers, is to improve soil quality and reduce nitrate leaching in this area of high nitrate ground water contamination.

John Luna, Oregon State University
SARE #94-29

Yield and Profits Upheld in Effort to Cut Nitrate Leaching in Ag Intensive Area

In study plots in Salinas, **California** -- one of the most agriculture-intensive areas in the country -- new cover crop and reduced tillage techniques are being tested on semi-permanent beds to minimize nitrate leaching and potential ground water pollution. Researchers have found that cover crops reduced nitrate leaching during winter by as much as 70 percent compared to winter fallow soil. At the on-farm testing sites, impacts of the cover crops had no effect on crop yield or disease rates. The cost of cover cropping was found to be minimal compared to the cost of producing the vegetable crop -- about three to five percent. The window of opportunity to grow and incorporate a cover crop, and then prepare the field for vegetable planting is very short in this highly-used production system. The use of semi-permanent beds and minimum tillage techniques are critical management components to make this approach a viable option. Winter cover cropping is becoming more widespread as the threat of nitrate leaching to ground water becomes more widely known. This project has generated interest and growing adoption of sustainable practices by area farmers.

Louise Jackson, University of California, Davis
ACE #92-6

Testing Methods to Make Livestock Production Less Reliant on Publicly-owned Lands

Utah State University researchers are investigating ways to help beef cattle and sheep producers become less reliant on livestock grazing of public lands. In the first year of the funded effort, they are testing an accelerated calf/lamb growth system and methods to

increase efficient use of privately-owned pastures and meadows. Initial trials conducted on the research station compared the effects of grazing differently-bred beef cows on pastures of equal quality. Researchers report that matching rapidly-growing cattle with a pasture of high quality and quantity is 14 percent more energy efficient than using cattle of only average capability on similar forages. On-ranch cooperators in **Utah** have been selected to demonstrate how this approach works in the field. Biological and economic analysis of the on-ranch tests will be available in subsequent years of the project.
Randall D. Weidmeier, Utah State University
SARE #95-06

Ranchers Learn "How-to" Monitor Their Rangelands With New Guides
The Glenn and Colusa Resource Conservation Districts in Northern **California** were implementing a major watershed enhancement project on private lands, with support from the Natural Resource Conservation Service. However, funds for the project did not cover the costs of setting up an "on the ground" monitoring program for area land-owners. To leverage the range improvement effort, Western SARE (through its companion grants program, Agriculture in Concert with the Environment, ACE) provided funding for the "how-to" project. According to scientists, many ranchers understand and appreciate the need for rangeland monitoring but feel it is a complex process. The recently-available manual, "How to" Monitor -- Level I, was developed in cooperation with University of California Cooperative Extension advisors and provides simple, complete hands-on instruction for tracking range sites with a camera. With additional support from the California Cattlemen's Association, a 12-minute companion video was also produced. The response to the guide has been tremendous, and well beyond the boundaries of the original project. Over 400 manuals and 80 videotapes have been distributed in California, the western U.S., Canada and Australia. The next publication, "How to" Monitor - Level II, will provide instruction for specific monitoring on vegetation cover, residual dry matter, water quality and wildlife. "Level II" will be available early in 1997.
Sheila Barry, University of California Cooperative Extension
ACE #93-12

PROFESSIONAL DEVELOPMENT

Collaborative Learning Effort in the Intermountain West Highly Valued by Participants
The non-profit Alternative Energy Resources Organization, AERO, is translating the success of its "farm improvement club" networking approach to professional development opportunities for extension agents and other agricultural professionals. AERO's original "farmer clubs" began in the early 1990's (with support from Western SARE) as a way for farmers and ranchers to share information about sustainable agriculture and explore new techniques. Now the circle is being completed as successful practitioners are being paired with extension agents, land-grant scientists and other professionals to expand understanding of principles and fruitful production practices.

According to AERO, a collaborative model of research and learning fosters new roles and relationships between field practitioners and professionals, and builds strong networks between producers, scientists and educators for future scientific endeavors. Learning opportunities included tours of farms and ranches, and conferences where participants were encouraged to interact with producer-leaders, and problem-solve in groups. AERO reports that participants in the programs most highly valued the involvement of producers, and the chance to build new networks through direct interaction. Participants were from **Montana, Idaho, Washington** and **Utah.**
Nancy Matheson, AERO, Professional Development Program #94-006

Sustainable Ranching Means Whole-System Health
A recently-funded professional development effort in **Montana** will combine demonstrations and hands-on workshops to teach agricultural professionals about systems-oriented rangeland management. This means that demonstrated livestock practices and approaches will consider the whole picture of rangeland life, including the state of riparian areas and wildlife effects on animal stock and range resources. Montana State University wildlife specialist James E. Knight contends that the sustainability of livestock operations in the Intermountain West are often tied to the condition of riparian areas. Many ranchers depend on technical assistance from Cooperative Extension and the Natural Resource Conservation Service for expertise in riparian land management. This project aims to provide learning opportunities for agency professionals so that they can more effectively respond to the needs of their on-the-ground clientele. In brief, project leaders hope to teach others to become teachers in their local communities. Knight hopes to attract professionals from Montana, Idaho and Wyoming to demonstration sites in those states.
James E. Knight, Montana State University
Professional Development Program #95-003

Four-State Outreach to Pacific Northwest Professionals Spawns Diverse Efforts and Learning Opportunities
A four-state collaborative effort based at Oregon State University, and actively involving professionals in **Idaho, Oregon, Washington** and **Alaska,** has made noteworthy strides in meeting the educational needs of area professionals. The team of project leaders developed workshops in diverse sustainable agriculture practices; supported a small-grants program to meet local educational needs; and published a series of publications on participatory learning methods. The project's 13 educational events involved more than 500 people as planners, instructors and attendees. Workshops focused on: evaluations of long-term field productivity; soil quality; marketing opportunities for small farms; sustainabiltiy for large and small communities; and the special agricultural needs of Alaska; among others. The four-state small grants program provided local, direct support for such diverse project topics as: grazing modules on the World Wide Web; sustainable and global marketing of forages; dryland agriculture for Eastern Washington; and,

alternative lending approaches for sustainable enterprises; among others. Seven new publications by Washington State University were also partially funded by this project.
John Luna, Oregon State University
Professional Development Program #94-008

Learning On-farm in the Pacific Islands
In the Hawaiian Islands and U.S. Protectorates of Guam, American Samoa, Micronesia and the Northern Mariana Islands, tropical communities are faced with diverse environmental, economic and agricultural challenges. This professional development effort to expand knowledge of sustainable agriculture was undertaken cooperatively by scientists and educators to help their colleagues and customers better understand the principles and hands-on approaches of sustainable production methods. In the first year of the project, key extension agent and Natural Resouce Conservation Service field staff from throughout the Pacific Region were introduced to sustainable concepts and management systems in three intensive, week-long immersion courses. After returning home, participants were asked to pass on new techniques and approaches to their colleagues. A second year of training is now being conducted on demonstration sites throughout the tropical region. Participants are able to focus on local applications of sustainable practices in such diverse places as Pohnpei, American Samoa, Guam and Kauai, Hawaii.
Po-Yung Lai, Kathleen Delate, Richard Bowen, University of Hawaii
Bob Barber, Frank Cruz, University of Guam
Professional Development Program #94-014

ABOUT WESTERN SARE

Since 1988 through fiscal 1996, the U.S. Congress has allocated more than **$69 million** to the federal SARE effort; Western SARE has received **$13.6 million** in funds.

In the recent **1996** grant selection cycle, nearly **two million dollars** in competitive awards were earmarked for universities, farmers and ranchers and organizations in the Western U.S. to further knowledge and adoption of sustainable agriculture. The 1996 slate of funded projects includes a diverse mix of geography and sustainable agriculture topics and issues in the west. Roughly a third of the projects consider livestock operations, more than half investigate diverse crops and related production practices, and the rest cover economic, community-building and public lands and wildlife topics..

The SARE program, which was authorized by Congress in the 1990 and 1996 Farm Bills, is managed regionally by four councils: Western, North Central, Northeast and Southern United States. These committees of scientists, producers and administrators represent a variety of interests and provide local leadership to research and training efforts. Regional councils operate in cooperation with the USDA SARE office and the Cooperative State Research, Education and Extension Service.

Phil Rasmussen, a soil scientist at the program's host institution of Utah State University, is the regional coordinator of Western SARE. The professional development effort is coordinated by Jill S. Auburn, University of California. The region includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming and the Island Protectorates of American Samoa, Guam, Micronesia and the Northern Mariana Islands.

The current **1997 grants cycle** began with the release of a call for research and professional development proposals on July 23, 1996. Technical and final reviews of proposals are now underway. Award announcements for this year are expected to be announced in July, 1997.

For More Information or to Receive Calls for Proposals

To get on the mailing for any of the region's grants efforts, contact the host office at (801) 797-3537 or, via e-mail, at fnhinck@cc.usu.edu. For general information, contact the public information office at (916) 752-5987 or kkelleher@ucdavis.edu. Calls for proposals and other materials are also available on-line via the Western SARE Web site at http://ext.usu.edu:80/wsare/.

WDA AGENDA BRIEF

Meeting Date: March 13-14, 1997
Agenda Item: 8.3
Presenter: Russ Youmans
Agenda Item Title: Western Rural Development Center Report
Background Information:

Staffing at the WRDC changed a good deal in 1996. In May, Jane Brass left us for an opportunity with an Oregon community development organization that allows her direct involvement with communities. Lillian Parson, who furnished great secretarial support, left during the summer for a job with Hewlett-Packard. Neither of these capable individuals have been fully replaced. Tom Gallagher, a recent retiree from the University of Alaska, is assisting temporarily on a part time basis. We have also hired a student for part-time assistance in the office.

Last spring the WRDC issued a call for proposals and funded five of the eleven proposals submitted. Briefly they involve multi-state faculty and the following issues:

Comparing the impacts of growth communities on bedroom communities across state lines.
Principal investigators George "Buddy" Borden, Robert Fletcher, and Tom Harris, University of Nevada, Reno; David "Tex" Taylor, University of Wyoming; Julie Leones, University of Arizona; Neil Meyer and Aaron Harp, University of Idaho.

This team will focus on developing a methodology to assess the interstate economic and fiscal impacts of rural communities that are located along state borders. These communities are reliant on each other for providing goods and services to the public. How one community affects another in a different state becomes an important question both economically and fiscally.

The role of the natural resource industries in the changing economies of western states.
Principal investigators David W. Holland, Washington State University; Edward C. Waters and Bruce A. Weber, Oregon State University.

The purpose of this project is to provide an up-to-date assessment of the natural resource industries in the economic base of the Washington State economy as a pilot project whose method would be extended to other western states.

Property rights: Looking at various aspects and effects.
Principal investigators Neil Meyer, University of Idaho; Robert Gorman, University of Alaska; Ron Faas, Washington State University; Jerry Siebert, University of California; Steve Halbrook, Farm Foundation; Richard Bowen, University of Hawaii; Bruce A. Weber and Jim Pease, Oregon State University.

The purpose of this project is to develop a set of materials that can be used by agents at all levels to assist in educational programs. The topics were developed at the Western Extension Policy Committee meeting in January 1996 and include:

Native American Rights
Evolution of Property Rights
Environmental Property Rights
Common & Public Property Rights

Private Property Rights
Property Takings
Property Rights Markets
Extending the capacity for value-added agriculture:

Four state training and regional resource team initiative.
Principal investigators Rod Sharp, Colorado State University; Willie Luham, New Mexico State University; David Eppich, Fort Lewis College, Colorado; Russ Tronstad, University of Arizona; Milt Green, Utah State University.

The group plans an educational symposium in March 1997 that will focus on "Adding Value through Innovative Marketing of Food and Fiber Products."

The effectiveness of local, consensus-based efforts in influencing rural land use policy: An assessment of watershed planning collaboration in Idaho, Oregon, and Washington.
Principal investigators L. L. Mink, University of Idaho; K. J. Williamson, Oregon State University; W. H. Funk, E. P. Fiske, and D. A. Kilgore, Washington State University; M. Forrester, Editor, Capital Press, Salem, Oregon.

This project will result in a 15-20 minute videotape about successful practices and techniques employed within watersheds by grassroots organizations seeking cooperative solutions to water issues. A discussion guide to accompany the videotape will also be produced.

The WRDC continues to coordinate the monthly conference call for the Executive Directors of the nine western State Rural Development Councils. We continue to provide some funding from ERS to the Councils to involve university faculty in the Council issues. The most active now is a red meat industry study in Alaska, and a Council user survey in Oregon. Each of the nine states have been involved over the past two years. An article in the Fall 1996 Western Wire gives further information on this project.

The major focus of Tom Gallagher has been to assist with writing proposals to seek outside funding. The POWs for both research and extension have been submitted to CSREES, of course.

The WRDC funded a number of faculty involved in the Community and Public Lands research project, W-192, to assemble in Portland in December to prepare an NRI proposal for funding to move this research area forward.

With some WRDC support, a group of the western State Rural Development Council Executive Directors and our faculty have been working toward an educational program for those western communities where growth is very rapid. A video has been completed, but the training materials and workshops will require more resources than are available from the WRDC. A proposal has been submitted to the Northwest Area Foundation and will likely be submitted to another foundation for additional funding.

Through the AmeriCorps program, contacts were made with a private firm that has extensive experience in low income housing. This firm approached the WRDC about submitting a joint private/public proposal to the Fannie Mae and Enterprise Foundations to develop residential-based, assisted living for the frail elderly in rural communities. This proposal includes a research component. The Enterprise Foundation has committed $200,000 to support the community pilot programs. The proposal was submitted to Fannie Mae in December 1996.

The Funds for Rural America RFP has created considerable activity. The W-192 faculty is preparing two proposals for FRA, a standard project proposal and a Center planning grant proposal. The four Regional

Rural Development Centers, possibly with RUPRI, are working on a Center planning grant proposal. Working with the nine western Rural Development Councils and an Extension regional project team there will be a telecommunications proposal prepared when the RFP for these proposals is released in April. A group of Home Economists from WA, ID and OR are perhaps going to involve the WRDC in a proposal addressing Welfare Reform. There will be other changes after this letter is written that can be reported at the Napa meeting.

The Western Wire, the WRDC newsletter, continues to generate strong interest. The WRDC WEB page has generated increasing requests for publications and for information about the Center. A student is currently working to expand the WRDC's WEB capability.

The four Rural Development Centers work with RUPRI (Rural Policy Research Institute involving NE,IA and MO) on several projects. The WRDC has RRDC leadership in a joint effort on community economic modeling. A national faculty is working toward a pilot program and a national training program, with NRI support funds, in the next six months which could be of major assistance with the public lands work as well as with a great deal of other community economics work in the West. Washington, California, Wyoming, Idaho and Nevada are all actively involved in this national work.

It is my perception that the number of research and extension faculty who are addressing the broader rural issues is declining in the region. This might imply that the multi-disciplinary/multi-state work of the WRDC is more important in supporting the remaining faculty and the communities with whom they work.

Your council and support of the WRDC and its director is greatly appreciated. I look forward to continuing our association in the coming year..

Action Requested:

Action Taken:

WAAESD

AGENDA ITEM NO. 8.4

ESCOP REPORT

BACKGROUND INFORMATION:

ESCOP met in Washington DC on February 20-21, 1997. Progress reports and suggested actions were received from the following subcommittees: Budget, Legislative, Impact and Accomplishments, Environmental Affairs, Strategic Planning, Genetic Resources and Pest Management. Reports were also given by the usual liaison representatives and discussions were held with AESOP and CSREES Administrators.

Specific actions taken included endorsement of the concept of Regional Conservation Training Centers (up to five such centers to implement the GLCI initiative); supported reauthorization of Title XII and increased advocacy for International Programs including a call for an increase in PL 150 funding; and strongly supported the concept of a mechanism to develop rapid response research teams within the Regional Research mechanism as proposed by the North Central Region (NC-500 Series).

Other topics of interest such as the Fund for Rural America, C/9 replacement, and the Title 8 reauthorization were discussed at length but there were no specific actions taken.

Finally, the SAES Directors Workshop II to be held in Washington DC, September 10-12, 1997 was endorsed. All Directors are encouraged to attend.

ACTION REQUESTED:

None requested.

Submitted by Colin Kaltenbach

DRAFT

(SPEAKERS ARE NOT CONFIRMED)

Agenda
SAES Directors' Workshop II
September, 1997
Washington, D.C.

BACKGROUND INFORMATION - MANAGING SAESs - Workshop that addresses techniques which apply to all stations and also those that are size/site specific.

The workshop would involve the same kind of schedule as SAES I (May 1-3, 1996) and the dates are September 10-12, 1997. The Capitol Holiday Inn in Washington, D.C. has been chosen as the location. The audience will be a mix of both experienced and inexperienced directors.

Deans and Directors from all regions will be used as moderators for each of the four one-half day sessions and the evening session. Mr. Richard Rominger will be invited to welcome and give opening comments. ESCOP Chair Kaltenbach will discuss future goals of ESCOP, etc. Will invite chairs of all COPs, and other NASULGC/BOA players. Expect attendance of at least 100 SAES people and that maximizes the use of the space for our workshop.

We will have 30-minute breaks (coffee and soft drinks), continental breakfasts, a lunch for the full-day session. The first evening we will have a sit-down dinner with a 30-minute program (speaker TBA) followed by a one-hour social. Dinner on the second day will be "on your own".

SESSION 1 *1:00 p.m. - 5:30 p.m.*

Moderator- TBA

WELCOME *1:00 p.m. - 1:30 p.m.*
The Honorable Richard E. Rominger, Deputy Secretary of USDA

CHARGE *1:30 p.m. - 1:45 p.m.*
Colin Kaltenbach, Chair of ESCOP
Future expectations of and agenda for ESCOP

PARTNERING WITHIN THE USDA *1:45 p.m. - 3:30 p.m*
The Honorable Catherine Woteki, Undersecretary of USDA/REE

- Developing linkages and enhancing cooperation within Research, Extension and Education (Food Safety; Natural Resources and Environment; Rural Economic and Community Development; Food, Nutrition and Consumer Sciences; Farm and Foreign Agricultural Service) (30)
- ARS - Floyd Horn (15)
- CSREES - Bob Robinson (15)
- ERS - Susan Offutt (15)
- NASS - Donald Bay (15)

15-minute discussion about merging research planning activities. (Robert Heil to lead discussion)

Break *3:30 p.m. - 4:00 p.m.*

PARTNERING WITH OTHER FEDERAL AGENCIES *4:00 p.m. - 5:30 p.m.*

- NASA - TBA
- EPA - TBA
- Interior - TBA — Will select 3-4 (20-minute presentations)
- Commerce - TBA
- AID - TBA
- DOE - TBA
-

15-minute discussion - Strategic planning with the above players (David MacKenzie to lead discussion)

SESSION 2 *6:30 p.m. - 9:00 p.m.*

Moderator - TBA

Dinner *6:30 p.m. - 7:30 p.m.*

After Dinner Program *7:30 p.m. - 8:00 p.m.*

Futuristic presentation - speaker to be determined

Social/Reception *8:00 p.m. - 9:00 p.m.*

SESSION 3 *8:00 a.m. - 12:00 p.m.*

Moderator - TBA

DEVELOPMENT, COORDINATION AND STRENGTHENING OF SAES LINKAGES - (20 minute introduction plus (6 10-minute presentations))

- Partnering within the NASULGC framework - Daryl Lund (20)
- Schools of Forestry - Jim Lassoie (10)
- Schools of Veterinary Medicine - David Thawley (10)
- Schools of Human Sciences - Sandra Helmick (10)
- 1890 Institutions - Carolyn Brooks (10)
- 1994 Institutions - TBA (10)
- Offshore Territories - TBA (10)

RESPONSE PANEL - Tom Payne/Sam Donald/Barbara Stowe (30 minutes)

BREAK *10:00 a.m. - 10:30 a.m.*

BUDGET WORKSHOP - *10:30 a.m. - 12:00 p.m.*
A broad and in-depth approach to understanding the process

- The NASULGC BOA Process - Players and Responsibilities - Jim Zuiches (30)
- The Administrative Process - CSREES - REE - USDA - OMB - White House - Rodney Foil (30)

RESPONSE PANEL - Tom Helms/Vicki McCracken/Walter Hill (30)

LUNCH *12:00 p.m. - 1:00 p.m.*

SESSION 4 *1:30 p.m. - 5:00 p.m.*

Moderator - TBA

BUDGET WORKSHOP (contd.)

- The Legislative Process - Budget, Authorization, Appropriation - Terry Nipp *(45)*

  Response - Q & A (15)

- The Consulting and Lobbying Process, Stakeholder Role - Vic Lechtenberg (45)

  Response - Q & A (15)

BREAK *3:30 p.m. - 4:00 p.m.*

- A Real World Perspective to Building Budget Support - Tim Sanders/Rebecca Davies/Robert Foster (45)

  Response - Q & A (15)

DINNER On your own

SESSION 5 *8:00 a.m. - 12:00 p.m.*

Moderator - TBA

MANAGING THE GPRA PROCESS *8:00 a.m. - 9:45 a.m.*

- Understanding the Goals, Linking Goals to Budget, Linking Budget to Reporting - Colien Hefferan/George Cooper (60)
- Implementation at the SAES Level - Dagmar Cronn/Rosemary Haggett/Ocleris Simpson (45)

BREAK *9:45 a.m. - 10:00 a.m.*

MANAGING STRESS *10:00 a.m. - 11:50 a.m.*

- Director Wellness, Improvement of Health and Personal Care Habits - TBA
- Director/Spouse Workshop-Expectations, Opportunities, Crisis Avoidance - TBA
- Keeping The Human Resource Alive and Well in a Stressful Environment - Hamilton McCubbin

SYNTHESIS AND WRAP UP *11:50 a.m. - 12:00 p.m.*

ADJOURN *12:00 p.m.*

APPENDIX I

WDA AGENDA BRIEF

Meeting Date: March 13 and 14, 1997
Agenda Item: 8.7
Presenter: Helen F. McHugh
Agenda Item Title: ESCOP FY98 and FY99 Budget Subcommittees

Background Information:

FY98 Budget. The ESCOP Budget Subcommittee for FY98 was, in essence, inactive from the time the Board on Agriculture developed its composite budget to submit to CSREES until President Clinton released the Executive Budget proposal in early February. The summary budget figures and related communications were studied for items of particular concern to the region -- the most notable of which was the deletion of special grant monies for Rangeland Research.

Fortunately, a 1997 Calendar for CFERR Boards had noted that the Board on Agriculture's FY98 Budget Committee would be meeting on February 17. Given the needs of this region and the interests of Western CARET, and after discussions with Executive Director Heil and ESCOP Chair Kaltenbach, I sent electronic messages to the chair of the ESCOP FY98 Budget Subcommittee asking that such funds be retained in the Board's response. Although the chair was represented by a substitute, the message appeared to go forward and that category of funding was retained among the BOA's recommendations.

All of us should pay close attention to developments related to this item as the budget moves through congressional deliberations.

FY99 Budget. The ESCOP FY99 Budget Subcommittee has been awaiting directions from the Board on Agriculture. The BOA'S Budget Committee for FY99 met on February 26. It appears that ESCOP will need to have a draft budget by mid April. The full subcommittee has not met; nor has a conference call occurred. One is expected to be held prior to our meetings in Napa Valley.

Some limited discussions appear to have considered using a paired comparison approach to arrive at priorities. This is a technique we have used in previous years. The chair indicated that we will want to have discussions with ECOP to identify areas of mutual interest. He does NOT anticipate a unified budget proposal however.

My intent is to have further clarification from the FY98 Budget Subcommittee Chair prior to our meetings so that discussions by the Western Directors can be oriented to the Budget Subcommittee's agenda. Your guidance will be needed prior to interactions with the full Subcommittee.

Additional information may be available at the time of the Association's meeting.

Action Requested: **Discussion and comment to guide subsequent deliberations**

Action Taken:

THE WASHINGTON POST THE FEDERAL PAGE 3/7/97 A-19

Congress Seeks Seat at the Table

Hill Asks White House for Key Role in 'Results' Plan

By Stephen Barr
Washington Post Staff Writer

Republican leaders, in a letter almost certain to get the attention of the Cabinet and federal agency heads, have put the Clinton administration on notice that they expect to play a central role in a new, multi-year strategic planning effort to improve government performance.

The ambitious undertaking is required under a little-known law—the 1993 Government Performance and Results Act, known as GPRA by the administration and called "the Results Act" on the Hill. The act, which kicks in this year, requires agencies to file five-year strategic plans with Congress and the Office of Management and Budget (OMB) in September.

The GOP letter, sent to OMB last week, describes what Congress thinks agency strategic plans should contain and says agencies should complete consultations on their plans with congressional committees before members leave for the August recess.

The Results Act, which kicks in this year, requires agencies to file five-year strategic plans with Congress and the OMB in September.

Among the GOP leaders signing the letter were House Speaker Newt Gingrich (Ga.), House Majority Leader Richard K. Armey (Tex.), Senate Majority Leader Trent Lott (Miss.) and the chairmen of the House and Senate Appropriations, Budget and Government Operations committees.

In previous eras, Congress largely stayed out of the mechanics of implementing such laws. The Results Act involves arcane issues, such as performance measurement and benchmarking to track progress, and likely will not provide any significant insight for four or five years into how agencies do their work or at what cost.

But that has not deterred House and Senate leaders this year. What's different is that the Results Act implementation comes at a time when Congress and the administration are promising to balance the federal budget. And as they do it, they need new ways to reassure voters about the quality of the services they receive for their tax dollars.

The GOP leaders, in particular, want to be assured that they have a voice in the drafting of the strategic plans. The Results Act stipulates that agencies "must consult with Congress" but does not say specifically what that means.

Last November, an OMB memo urged federal agencies to meet with congressional committees on the Results Act and "to make consultations as useful as possible." But the memo also said that "all substantive documents related to strategic plans should be provided to OMB beforehand."

That instruction apparently raised some concerns in Congress. In the letter addressed to OMB Director Franklin D. Raines, Republican leaders wrote:

"We hope that you will make it clear to agencies that OMB does not intend to establish a strict 'clearance' process for any draft strategic plans meant to be used for discussions with Congress."

The draft strategic plans will serve as "the starting point" for discussions, the letter said.

The plans should contain "a clear and concise mission statement based on statute" and "tangible outcome goals for attaining the agency's mission."

The letter listed a series of issues that agencies should be prepared to discuss with committees, including how they will coordinate their activities with other agencies engaged in similar work. Armey, for example, indicated earlier this month that the Results Act could be used to improve coordination of education, food safety, drug treatment, rural water treatment and job training programs. All involve multiple laws and are administered by dozens of different agencies.

In one instance, the letter suggests that agencies do more than merely consult with Congress. Agencies should be prepared to "come to a reasonable degree of agreement with the committees as to what performance measures will be used to gauge program success," it said.

To speed the handling of draft strategic plans, the GOP leaders said they "will attempt to coordinate all relevant committees with jurisdiction over each department" to "reduce the duplication and overlap that congressional committees can add to the process."

That would be welcomed by some federal agencies, which hope the consultations will bring together members of appropriating and oversight committees so that long-term strategic goals can be linked more closely to short-term spending plans.

Asked about the GOP letter, OMB's deputy director for management, John A. Koskinen, said, "I don't think this is a major stumbling block. It is important to have an understanding about how to have this consultation, and we're moving in that direction without a lot of difficulty."

But he indicated that OMB will still want to see draft strategic plans before it goes to Congress. A "spring assessment" of agencies is underway at OMB, where program specialists are reviewing the strategic drafts, Koskinen said. Once OMB has made suggestions on the drafts, he said, agencies can then share them with congressional committees. In Koskinen's view, agencies should consult with committees this spring and not wait until summer.

"It's now a productive time for agencies to have discussions about their drafts," he said.

THE TIMETABLE

GOVERNMENT PERFORMANCE AND RESULTS ACT OF 1993

Strategic plans

- Due September 1997 from each federal agency to Congress and Office of Management and Budget. To cover five years and include mission statement and goals for major programs and operations.

Annual performance plans

- Due September 1997, covering fiscal 1999 operations. Must define level of performance to be achieved during the budget year.

Governmentwide performance plan

- Due to Congress from OMB in early 1988 and each following fiscal year. To be based on agency plans as part of the president's fiscal 1999 budget.

Annual performance reports

- Due March 31, 2000, and each following year, to Congress and the White House. Must assess agency's performance against goals established for that year.

THE WASHINGTON POST

APPENDIX K

RESEARCH IMPLEMENTATION COMMITTEE
REPORT
March 12, 1997

RIC met Wednesday, March 12, 1997 at the Napa Valley Marriott Hotel in Napa, CA. Members present were: J. J. Jacobs , Chair (WY), G. L. Cunningham (NM), R. Krebill (FS-UT), V. McCracken (WA), E. L. Miller (ES-NV), P. Roberts (CA-R), A. Shipper (ARS-CA), H. G. Vest (UT) and E. M. Wilson (CSREES). Others participating were: G. Cooper (CSREES), M. Harrington (HI), R. D. Heil (ED), R. S. Pardini (NV), and H. Sykes (Office of ED).

1.0 THE FOLLOWING REGIONAL RESEARCH PROJECTS AND COORDINATING COMMITTEES ARE CURRENTLY SCHEDULED TO TERMINATE ON OR BEFORE SEPTEMBER 30, 1997. THOSE MARKED WITH **U** WERE CONSIDERED BY RIC (see recommendations below).

	NRSP-001	Research Information Using the Current Research Information System (CRIS)
U	NRSP-003	The National Atmospheric Deposition Program-Long Term Monitoring ..... Atmospheric Chemical Deposition (see 3.1)
U	NRSP-005	Develop and Distribute Deciduous Fruit Tree Clones Free of Viruses and Virus-Like Agents (see 3.2)
	NRSP-006	Introduction, Preservation, Classification, Distribution and Evaluation of Solanum Species
	W-122	Improve Food Safety Through Discovery and Control of Natural and Induced Toxicants and Antitoxicants
	W-133	Benefits and Costs Transfer in Natural Resource Planning
U	W-143	Nutrient Bioavailability--A Key to Human Nutrition (see 3.3)
	W-175	Human Physiological and Perceptual Relationships to the Textile-Skin Interface
	W-176	Housing Transitions of the Maturing Population: Consequences for Rural/Nonmetro. Communities.....
	W-177	Domestic and International Marketing Strategies for U.S. Beef
	W-185	Biological Control in Pest Management Systems of Plants
U	W-	A Developmental and Contextual Model of Resilience to Violence Among Youth (see 4.1)
	WCC-001	Beef Cattle Breeding Research in Western Region
	WCC-027	Potato Variety Development
U	WCC-039	Increased Efficiency in Sheep Production and Marketing of Lamb and Mutton (see 6.1)
	WCC-051	Application Technology Related to Plant Protection and Pest Management
U	WCC-059	Influence of Water Quality on Poultry Production (see 6.2)
U	WCC-067	Coordination and Support for Sustainable Agriculture Research and Education in the Western Region (see 6.3)
	WCC-076	Immigration and U.S. Agriculture
	WCC-081	Systems to Improve End-use of Small Grains
U	WCC-087	Sweetpotato Whitefly (see 6.4)
U	WCC-097	Cereal Diseases (see 6.5)
	WCC-098	Research Coordination in Nutrition, Family, and Consumer Sciences
	WCC-099	Broodstock Management, Genetics and Breeding Programs for Molluscan Shellfish
U	WCC-100	Statistical and Computer Strategies for National Cattle Evaluation (see 6.6)
	WCC-101	Assessing the Chinese Market for U.S. Agricultural Products
	WCC-	Gerontology

2.0 REQUESTS FOR PROJECT EXTENSIONS

None

3.0 REQUESTS FOR PROJECT REVISIONS

3.1 NRSP-003 The National Atmospheric Deposition Program - A Long-term Monitoring Program in Support of Research on Effects of Atmospheric Chemical Deposition

A project outline with the above title was received from Administrative Advisor L. E. Sommers (CO).

RIC recommends approval of the revision of NRSP-003 "The National Atmospheric Deposition Program - A Long-term Monitoring Program in Support of Research on Effects of Atmospheric Chemical Deposition" for five years, from October 1, 1997 to September 30, 2002. RIC noted that the outline might have provided a better stated organizational plan, e.g., how the Executive Committee operates. Wilson reported that, beginning in FY98, an administrative policy will be enforced that requires assessment of an overhead charge of eight percent on all pass-through funds that CSREES administers. This will affect the funding for NRSP-003.

(Action of WDA: **Revision Approved**)

3.2 NRSP-005 Develop and Distribute Deciduous Fruit Tree Clones That Are Free of Known Graft-transmissible Pathogens

A project outline with the above title was received from Administrative Advisor J. R. Carlson (WA).

RIC recommends approval of the revision of NRSP-005 "Develop and Distribute Deciduous Fruit Tree Clones That Are Free of Known Graft-transmissible Pathogens" for five years, from October 1, 1997 to September 30, 2002. RIC complimented the technical committee on their increase of fees and discussed whether NRSP-005 could further increase fees to help defray expenses.

(Action of WDA: **Revision Approved**)

RIC further recommends that the CSREES "Review of the National Research Support Project Number 5 'Develop and Distribute Deciduous Fruit Tree Clones Free of Viruses and Virus-Like Agents'" conducted in September 1996 and released in January 1997 serve as the formal CSREES review document of the NRSP-005 project.

(Action of WDA: **Formal Review Document Approved**)

3.3 W-143 Nutrient Bioavailability--A Key to Human Nutrition

A project outline with the above title was received from Administrative Advisor R. J. Brown (UT).

RIC recommends deferral of the revision of W-143 "Nutrient Bioavailability--A Key to Human Nutrition." RIC is concerned that interdependence is not evident. The outline needs to provide specifics on how research is shared. Broader representation from other agencies is recommended, primarily from ARS. The committee is encouraged to resubmit the outline, addressing the RIC concerns.

(Action of WDA: **Deferral Approved**)

4.0 REQUESTS FOR ESTABLISHMENT OF NEW PROJECTS

4.1 W- Resilience to Violence Among At-Risk Youth

A project outline with the above title was received from Administrative Advisors R. Wiegel and J. J. Jacobs (WY) on behalf of ad hoc W - "A Developmental and Contextual Model of Resilience to Violence Among Youth."

RIC recommends approval of the establishment of W- "Resilience to Violence Among At-Risk Youth" for five years, from October 1, 1997 to September 30, 2002.

(Action of WDA: **Establishment Approved**)

5.0 REQUESTS FOR ESTABLISHMENT OF AD HOC TECHNICAL COMMITTEES

None

6.0 REQUESTS FOR WCC RENEWALS OR EXTENSIONS

6.1 WCC-039 Coordination of Sheep and Goat Research and Education Programs for the Western States

A petition for a three-year renewal of WCC-039 was received from Administrative Advisors E. O. Price and G. Moberg (CA-D).

RIC recommends approval of the renewal of WCC-039 "Coordination of Sheep and Goat Research and Education Programs for the Western States" for three years, from October 1, 1997 to September 30, 2000. Cooper and Wilson commented that the Farm Bill had a provision of $2 million to create a National Center for Improving Research on Sheep and Goats and suggest they pursue linking with REE to get access to information on the Center. The committee might eliminate the reference to "Western States" in the title to encourage participants from other regions, including 1890's and 1994 institutions. Also, participation from the Forest Service is encouraged.

(Action of WDA: **Renewal Approved**)

6.2 WCC-059 Poultry Production, Processing and Water Quality

A petition for a three-year renewal of WCC-059 was received from Administrative Advisor C. C. Kaltenbach (AZ).

RIC recommends conditional approval of the renewal of WCC-059 "Poultry Production, Processing and Water Quality" for three years, from October 1, 1997 to September 30, 2000 pending receipt of a revised Educational Plan explaining how the group plans to coordinate their efforts.

(Action of WDA: **Renewal Conditionally Approved**)

6.3 WCC-067 Coordination and Support for Sustainable Agriculture Research and Education in the Western Region

A petition for a three-year renewal of WCC-067 was received from Administrative Advisor J. J. Jacobs (WY).

RIC recommends approval of the renewal of WCC-067 "Coordination and Support for Sustainable Agriculture Research and Education in the Western Region" for three years, from October 1, 1997 to September 30, 2000. RIC recommends that the WCC include representatives from NRCS and ARS.

(Action of WDA: **Renewal Approved**)

6.4 WCC-087 Fundamental Biology and Management of the *Bemisia tabaci* Species Complex and Associated Plant Geminivirus Diseases and Disorders

A petition for a three-year renewal of WCC-087 was received from Administrative Advisor H. J. Vaux (CA-S).

RIC recommends conditional approval of the renewal of WCC-087 "Fundamental Biology and Management of the *Bemisia tabaci* Species Complex and Associated Plant Geminivirus Diseases and Disorders" for three years, from October 1, 1997 to September 30, 2000. The committee is to clarify the operational structure stated in the petition. RIC also notes that the WCC should make an effort to include Extension in the development of an outreach program and to invite Florida to participate.

(Action of WDA: **Renewal Conditionally Approved**)

6.5 WCC-097 Research on Diseases of Cereals

A petition for a three-year renewal of WCC-097 was received from Administrative Advisors D. Mathre and T. J. McCoy (MT).

RIC recommends conditional approval of the renewal of WCC-097 "Research on Diseases of Cereals" for three years, from October 1, 1997 to September 30, 2000. The petition is to provide an Operational Structure section. RIC recommends that ARS researchers be invited to participate.

(Action of WDA: **Renewal Conditionally Approved**)

6.6 WCC-100 Implementation and Strategies for National Beef Cattle Evaluation

A petition for a three-year renewal of WCC-100 was received from Administrative Advisors D. Ames and H. F. McHugh (CO).

RIC recommends rejection of the renewal of WCC-100 "Implementation and Strategies for National Beef Cattle Evaluation." RIC comments that the group does not appear to be interdisciplinary, with no listing of Extension, industry and representatives from other disciplines. The petition does not contain an operational structure. Specific comments from RIC will be forwarded to the Administrative Advisor.

(Action of WDA: **Rejection Approved**)

7.0 REQUESTS FOR ESTABLISHMENT OF NEW OR AD HOC WCC'S

7.1 WCC- Western Coordinating Committee for Agricultural Literacy

A petition for establishment of WCC- "Western Coordinating Committee for Agricultural Literacy" was resubmitted by M. J. Frick (MT). The petition was initially considered in July 1996 and deferred.

RIC recommends approval of the establishment of WCC- 106 "Western Coordinating Committee for Agricultural Literacy" for three years, from October 1, 1997 to September 30, 2000. The WCC is encouraged to contact CSREES for assistance in their efforts and to involve K-12 participants.

(Action of WDA: **Establishment of WCC-106 Approved**)

8.0 FOLLOW-UP OF AD HOC TECHNICAL AND COORDINATING COMMITTEES

8.1 ad hoc W- A Developmental and Contextual Model of Resilience to Violence Among Youth

(See 4.1 above).

8.2 ad hoc WCC- Gerontology

The committee met January 10, 1997 in San Francisco, CA and minutes have been received.

9.0 ADMINISTRATIVE ADVISOR ASSIGNMENTS

The following Administrative Advisor assignments are made, pending acceptance by the designated individuals:

9.1 W- Resilience to Violence Among At-Risk Youth – E. L. Miller (ES-NV) and R. S. Pardini (NV) to replace R. Wiegel (WY) and J. J. Jacobs (WY).

9.2 WCC-106 Western Coordinating Committee for Agricultural Literacy - I. M. Gonzalez (NM) and G. L. Cunningham (NM).

10.0 OTHER BUSINESS

10.1 NRSP-008 "National Animal Genome Research Program"

A request for an amendment to include equine species in the NRSP-008 outline was received from CSREES on behalf of C. G. Scanes (IA). Cooper reported that no additional funds will be required to support the additional species activities. The species coordinator will be Ernie Bailey (KY) and will be supported by the equine industry or the University of Kentucky. The species database will be housed at NAL. RIC recommends the approval of the amendment to the NRSP-008 outline to include equine species.

(Action of WDA: **Amendment Approved**)

10.2 Discussion of CSREES Regional Research Office expectations for RIC reviews.

Cooper provided information on the information needed on the CSREES Form 89 "Evaluation of Regional Research Project Proposal" as reviewers evaluate regional project outlines. RIC recommends that Administrative Advisors complete a Form 89 to be submitted with their regional project outlines to become part of the review process. Sample copies of Form 89's will be distributed to Administrative Advisors and RIC members to serve as interpretive guidelines in the review and approval of outlines.

(Action of WDA: **Form 89 Submission by Administrative Advisors Rejected**)

10.3 Evaluation of RIC Regional Project and WCC reviews

As part of the process of review of regional projects and coordinating committees, RIC reviews regional projects and coordinating committees in the second year after their establishment/revision/renewal. Additionally, RIC conducts a review of regional projects in their fourth year. In order to streamline the review process the following recommends are made:

1. RIC recommends that the automatic second-year review of WCC's no longer be required and that the WCC review process be replaced with an optional first or second-year review that may be requested by the Administrative Advisor or that may be at the discretion of the Office of the Western Directors Association.

(Action of WDA: **Change in Review Process for WCC's Approved**)

2. RIC recommends that regional research projects be reviewed only in the third-year after establishment or revision. To arrange the review process to meet the new schedule, RIC suggests that projects in their fourth-year be reviewed at the summer meeting and that projects that had second-year reviews conducted in 1996 not be subjected to review until revised outlines are submitted.

(Action of WDA: **Change in Review Process for Regional Projects Approved**)

10.4 RIC discussed problems with identification of Extension participants in WCC's and regional projects and makes the following recommendations:

1.0 RIC recommends that the format for Western Coordinating Committees be modified to include a place on the "Participants" list to identify Experiment Station and Extension participants.

(Action of WDA: **Format Change for WCC's Approved**)

2.0 RIC recommends that the format for regional project outlines be modified to provide a place on the "Project Leaders" and area of specialization attachment to identify Experiment Station and Extension participants.

(Action of WDA: **Format Change for Regional Projects Approved**)

10.5 Task Force on Development of a Committee Structure to Accommodate Research, Extension, Academics and International Programs

McCracken reported that the Task Force had communicated via a conference call. They have yet to identify an area that all four functions could buy into. There will be a more extensive report at the Joint Summer Meeting.

ADMINISTRATIVE ADVISOR ASSIGNMENTS

Administrative Advisor	Projects					Western Coordinating Committees				
	Western Regional				NRSP/IR					
PP Ames, D. (CO)						WCC-100+				
P Bell, E. (FS-CA)	W-133+									
PP Brown, J. (WA)						WCC-043+				
Brown, R. J. (UT)	W-143									
Burke, M. (OR)	W-128				NRSP-6±					
Carlson, J. R. (WA)	W-006				NRSP-5±	WCC-043±	WCC-058±	WCC-092	WCC-094	
PP Child, D. R. (CO)						WCC-021+				
Cunningham, G. (NM)	W-187	W-190	W-192			WCC-093±	WCC-105±	WCC-106±	`	
PP Daugherty, L. A. (NM)						WCC-093+	WCC-105+			
Dutson, T. R. (OR)	W-166	W-177								
PP Gonzales, I. M. (NM)						WCC-106+				
P Erickson, E. H. (ARS-AZ)	W-180+					WCC-037+				
Heil, R. D. (W-ED)	W-082									
Heimsch, R. C. (ID)	W-122	W-168				WCC-055±	WCC-066±	WCC-089	WCC-103	
Helmick, S. H. (OR)	W-167	W-176				WCC-098	WCC-Gerontology			
PP Holtzer, T. O. (CO)						WCC-060+				
Jacobs, J. J. (WY)						WCC-040	WCC-067	WCC-072		
Jensen, M. (AZ)	W-130					WCC-020±				
PP Johnson, C. R. (WA)						WCC-058+				
Kaltenbach, C. C. (AZ)	W-112	W-173	W-180±		NRSP-1±	WCC-037±	WCC-059	WCC-102±		
Koong, L. J. (OR)	W-171					WCC-099±	WCC-104			
Lauchli, A. (CA-D)					NRSP-4/IR-4±					
Laughlin, C. W. (HI)	W-185	W-186				WCC-069				
PP Mathre, D. E. (MT)						WCC-097+				
McCoy, T. J. (MT)	W-147					WCC-097±				
McCracken, V. (WA)	W-183					WCC-023±	WCC-076	WCC-084	WCC-101	
Miller, E. L. (NV)	W-193+									
McHugh, H. F. (CO)	W-175	W-191				WCC-011±	WCC-100±			
Mitchell, G. A. (AK)	W-188					WCC-091				
Moberg, G. (CA-D)					NRSP-8±	WCC-039±				
P Nave, W. R. (ARS-CA)	W-184+					WCC-051+				
PP Nelson, M. R. (AZ)						WCC-020+				
PP Nelson, J. R. (ID)						WCC-055+				

P USDA research administrators
PP Other research administrators
\+ Lead-Administrative Advisor in a project/committee with Co-Administrative Advisor
± Co-Administrative Advisor in a project/committee with Lead-Administrative Advisor

ADMINISTRATIVE ADVISOR ASSIGNMENTS

Administrative Advisor	Projects					Western Coordinating Committees				
	Western Regional				NRSP/IR					
PP O'Keeffe, L. E. (ID)						WCC-066+				
Pardini, R. S. (NV)	W-045	W-106	W-181	W-189	W-193±					
PP Price, E. (CA-D)						WCC-039+				
Rasmussen, H. P. (UT)	W-150					WCC-027	WCC-086			
Sasser, R. G. (ID)	W-102				NRSP-7±	WCC-001				
Sommers, L. (CO)	W-170				NRSP-3±	WCC-060±	WCC-077			
PP Thompson, J. (WA)						WCC-023+				
Vaux, H. J. (CA-R)	W-133±					WCC-087				
Vest, H. G. (UT)						WCC-095				
PP Wallner, S. (CO)						WCC-011+				
PP Weber, L. (OR)						WCC-099+				
PP Wierenga, P. (AZ)						WCC-102+				
PP Witters, R. (OR)						WCC-081+				

P USDA research administrators
PP Other research administrators
\+ Lead-Administrative Advisor in a project/committee with Co-Administrative Advisor
± Co-Administrative Advisor in a project/committee with Lead-Administrative Advisor

WDA AGENDA BRIEF

Meeting Date: March 13-14, 1997
Agenda Item: 10.0
Presenter: R. D. Heil
Agenda Item Title: Executive Director Report
Background Information:

Activities for the Period – November, 1996 - March, 1997

- ESCOP Executive Vice Chair – will continue in this role until November 1997.
- Title VIII Task Force: This task force was created to develop a system wide response to issues being raised in the rewrite of Title VIII of the Farm Bill. The initial meeting was held December 8-10, 1996 in Washington, DC. The task force has taken on the additional task of assisting the ECOP and ESCOP Legislative Subcommittees in developing a system response to the Senate Agriculture Committee questions.
- ESCOP Strategic Planning Subcommittee: This newly reorganized subcommittee met for the first time January 29-30. The ESCOP group met with the ECOP Strategic Planning Subcommittee for a one-half day to develop a process of how the two committees can coordinate activities. "Brainstorming" is perhaps the best way to describe the meeting. A copy of the agenda is attached which shows the breadth of topics discussed. The next meeting is scheduled for May 16 in Washington, DC. The committee is struggling, first with scope and, second with process. USDA reorganization, GPRA, and other issues being raised with respect to the Farm Bill, all provide opportunity to develop an effective long-term strategic planning process.
- SARE: Continue to serve on the Western Region SARE Administrative Council. Dr. Phil Rasmussen was invited to this meeting to address some of the challenges being faced and current status of this activity.
- PBAG: Continue to serve on the PBAG Administrative Council. Dr. Ken Rohrbach, University of Hawaii, has replaced Dr. Vic Phillips as Coordinator. The Council next meets at the University of Hawaii, March 18-20. This program continues to make significant contributions to Hawaii and the territories. As with the SARE, IPM and regional research in general, communications with and among the territories is a challenge. It might be desirable if the Western Directors, with guidance from the University of Hawaii and the participating members from the territories were to initiate an effort to help in getting the territories more involved with the Association.
- Committee of Nine Task Force: The Committee of Nine Task Force, chaired by Colien Hefferan, met for the first time on January 24 in Washington, DC. The group reviewed the role of the Committee of Nine and assigned responsibilities, and from that discussion developed the following recommendation to go to Dr. Robinson and from him to the regional associations for consideration. Develop a coordinating committee that would serve as the link between CSREES Regional Research Office and the regions. The composition of the committee would be: two directors from each region; a representative from ECOP; Chair of the ESCOP Strategic Planning Subcommittee; and appropriate CSREES representation. Dr. Hefferan and Dr. Cooper are in the process of developing the recommendations. The group

recommended that the minutes of the last Committee of Nine meeting be carefully reviewed as there were a number of important recommendations made based on the outcome of the Regional Research Task Force that was chaired by Dr. Walt Woods. These recommendations identified a new role for the Committee of Nine and should serve as a framework for guiding a newly formed coordinating committee.

ISSUES

- NRSP Funding: The NE Regional Association at its February meeting became aware that funding of NRSP's for FY97 was made at the request level of the project and not the recommendations of the Regional Associations. This issue has been brought to the attention of Dr. Cooper.
- GPRA Workshops: Dr. Cunningham will be reporting on this issue.
- Regional Image Enhancement Initiative: At the last July meeting, all functions of the Western Region land-grants agreed to the concept of developing a multi-functional regional effort to support at the ESCOP/ECOP Impact Assessment activity. Attached is an e-mail from Dr. Dave MacKenzie, NE Region, relative to what that region is proposing. My recommendation is to develop a similar proposal to present to our colleagues at the summer meeting. My sense is that WAAESD needs to take the initiative for moving this activity forward.
- GLCI: Attached is a "draft" proposal being developed jointly by the ESCOP and ECOP liaison member to the GLCI Task Force. ESCOP at its February 20-21 meeting approved continued pursuance of this initiative.
- Rapid Response Research Teams: Attached is a proposal from the North Central Region, and approved by ESCOP at its February 20-21 meeting, for consideration by the other regions to implement a process to accommodate a more rapid response to critical research issues. Recommendation is for the Western Association to implement a similar procedure.

LOOK TO THE FUTURE

- WWW: recommend the Western Directors approve the formation of an ad hoc committee to address the question – "What is it we could do with the WAAESD WWW Home Page to enhance our programs?"
- 50th Anniversary of WAAESD: The Western Association of Agricultural Experiment Station Directors held its first meeting on April 5-9, 1948 in Berkeley, California. I recommend we form an ad hoc committee to determine what, if anything, the Western Directors might do in recognition of our 50th birthday. We might consider;
  - A symposium in conjunction with the 1998 Spring Meeting.
  - Join with other regions in a national activity.

- Both of the above.
- Other
- None

GENERAL

- ESCOP/ACOP Leadership Program: At our last meeting I proposed sharing with you "tidbits" of the things participants are experiencing as part of this program. Attached is a very brief description of a "Peer Coaching" activity in which they actively participate. Thought this might be of interest to you in that it is one approach for establishing communication among peers.
- Formula Funds: With all the discussion about formula funds, thought you might find the attached article by Don Holt, University of Illinois, informative.

Travel for period November, 1996 – March 6, 1997

- ARI Board of Directors - December 5, 1996, Washington, DC
- Title VIII Task Force - December 8-10, 1996, Washington, DC
- W-082, January 8-10, 1997, University of Hawaii, Honolulu, HI
- Committee of Nine Task Force, January 24, 1997, Washington, DC
- ESCOP Strategic Planning Subcommittee, January 28-30, 1997, Las Vegas, NV
- ESCOP, February 20-21, 1997, Washington, DC
- ACOP, February 23-24, 1997, Washington, DC

Action Requested:

Action Taken:

DRAFT
AGENDA
ESCOP Strategic Planning Subcommittee
January 29 to 30, 1997
Las Vegas, NV

Wednesday, Jan. 29, 1997

8:30 am Call to Order
- Introduction of Members
- Discussion, Additions and Changes to Draft Agenda
- Adoption of Agenda

9:00 am Update, Review, Purpose, and Expectations of the Subcommittee
- D. MacKenzie

9:45 am T-5 Perspectives (Subcommittee's responses to questions) - P. Barry

10:00 am Break

10:15 am Discussion of Strategic Planning Processes
- Reflections on Former ESCOP Plans
  - Strengths
  - Weaknesses
- Examples of other plans that should be considered as models

Noon Lunch (on your own)

1:00 pm Discussion of Proposed Approaches to Planning
- Review Policy Issues (if any)
- Review Organizational Issues (if any)
- Priority Setting Exercises
  - Analysis/Spread Sheets of Current Outlays
  - Listening Sessions for Constituent Needs
  - Check Congruence of Above 2 Items
  - Verify Scientific Feasibility
  - Work on Consensus Building
- Creation of Strategies to Meet Stated Goals

3:00 pm Break

3:15 Discussion of Proposed Approaches continues
- Inventories of Capacities
- Creating Organization(s), and Fixing Policies, if needed
- Development of Programs (with objectives)
- Implementing a Strategic Plan
- Developing a Marketing Plan
  - Dartmouth College Study
  - BOA Plan for Marketing the Kellogg-funded Study
- Measure Success (re GPRA)

5:00 pm Recess (dinner on your own)

Thursday, January 30, 1997

8:30 am Call to Order

Open Discussion

- Structure of ESS Plan (e.g., REE Strategic Outcomes, BOA Futuring Document, etc.)
- Product(s) Distribution (i.e., WWW page, printed documents, costs, etc.)
- Input and Buy-in to the Process (i.e., internal and external to ESCOP)
- Linkage to Other Planning Activities (i.e., ECOP, ARS, REE, CSREES, Regions, Institutions)
- Timetable, and important dates to consider (i.e., Farm Bill cycle)
- Responding to the 20 recommendations of the NRC report on LGUs
- Considerations for the 1997(?) Farm Bill, Section XIII
- Other topics of need or interest

Noon -(lunch on your own)

1:00 Joint Session with ECOP/SPC Co-Chaired by Drs. Cooper, Bartel, and MacKenzie

Introductions

Issues

- Purpose of ECOP/SPC
- Purpose of ESCOP Strategic Planning Subcommittee
- Using Common Terminology (research and extension)
- Review of REE Strategic Planning Outcomes
- Board on Agriculture Objectives
- Discussion of Congruence Between Research and Extension
- Review of Northeast Marketing Plan
- Joint Planning for Research and Extension

How do we collaborate / coordinate, etc.

5:00 pm Adjourn

RECAPTURING THE VISION: THE CASE FOR FORMULA FUNDS

(Talk presented by Don Holt, Director, Illinois Agricultural Experiment Station, for the 1989 Annual Meeting of the Agricultural Research Institute)

EXECUTIVE SUMMARY

The Hatch (1887), Smith-Lever (1914), and McIntire-Stennis (1962) Acts, and Animal Health legislation (1977) authorized the allocation of federal funds to land-grant universities according to various formulas. Recent formula appropriations have not increased in proportion to the broadening scope of programs nor to the magnitude and importance of competitive, environmental, conservation, safety, and other issues facing U. S. agriculture.

Federally and regionally administered, discipline-oriented, competitive grants are the principal mechanism of supporting current and proposed public agricultural research and development initiatives. To achieve the stated objectives of these programs, it will be necessary not only to generate new ideas, through basic research, but also to develop and implement new agricultural technology. Formula funding will be necessary to support the associated adaptive research and technology transfer activities. The cost of these activities can be expected to exceed the cost of basic research by a factor of 10.

Formula funds created the public institutional structure of U. S. agriculture and remain essential to preserving the unique strengths of key institutions. Formula funds leverage much state and private support for agricultural research. They distribute costs in proportion to producer, consumer, and spillover benefits.

Formula funds provide much needed continuity to programs that are otherwise fragmented by the short-term, unpredictable nature of gifts, grants, and contracts. They are needed to offset unrecoverable indirect costs of projects, including continuity costs and depreciation on buildings and equipment.

To balance the rapid shift of public institutional funds into basic research programs, government should provide formula funds earmarked for adaptive research and related extension programs. Shifting some of the current discipline-oriented competitive grant programs to goal-oriented competitive grants would: speed technological development; tap more sources of innovation; clearly reveal the need for a mixture of funding mechanisms; and result in greater accountability.

Formula funds create new agricultural frontiers and overcome paradigm paralysis. By decentralizing scientific priority-setting and operational management, they avoid capricious top-down decisions and overcome the deleterious averaging effect of consensus-based management.

Critics of formula funds focus on the need for peer-review, incorrectly implying that formula funds are not allocated competitively. The peer review issue clouds other important issues, including: weaknesses in central, consensus-based priority setting and inability of typical peer-review panels to apply site- and situation-specific criteria.

In many situations (e.g., water quality), a formula allocation would be much more effective and efficient in addressing a national agricultural concern than a federally-administered competitive grants program. The currently popular approach of creating "centers of excellence" ignores the site- and situation-specificity of most agricultural problems and opportunities. It fails to capitalize on the existing infrastructure and the great reservoir of creativity already present in the land-grant institutions.

The U. S. competitive edge in agriculture depends on strong programs of adaptive research and extension. Formula and other institutional funds are required to support these programs.

RECAPTURING THE VISION: THE CASE FOR FORMULA FUNDS

INTRODUCTION

The Hatch (1887), Smith-Lever (1914), and McIntire-Stennis (1962) Acts, and the Animal Health legislation (1977) authorized the allocation of federal funds to land-grant universities according to various formulas. This paper focuses on Hatch funds, which are allocated for research. In general, the arguments in support of Hatch funds apply to other sources of recurring institutional funding, including: Smith-Lever funds, allocated for extension; Evans-Allen funds, which support the 1890 land-grant institutions; state funding of University budgets; and federal funding of the infrastructure and ongoing programs of the United States Department of Agriculture--Agricultural Research Service. A glossary of terms used frequently in this paper is provided at the end.

Allocating Formula Funds

The Hatch and Smith-Lever formulas were intended to make the allocation to each state proportional to the magnitude of the state's agricultural enterprise. Whether or not the formulas result in an appropriate balance of allocations among states has been debated over the years, but no changes have been made. The formula allocations are roughly proportional to the annual cash sales of agricultural products in the states (1988, $r=0.62$) and to the investment of state funds in the state agricultural experiment stations ($r=0.58$).

Increases in formula appropriations have not kept up with inflation since the mid-1960's. Formula funds have not increased significantly in the last five years, in spite of the important research and educational challenges facing U.S. agriculture. There is a trend toward using the mechanism of federally administered, competitive grants to allocate federal money for agricultural research and extension.

Agricultural Initiatives and Objectives

Major agricultural research initiatives proposed in recent years include: the NIRAFE (National Initiative for Research on Agriculture, Food, and the Environment); and the LISA (Low-input, Sustainable Agriculture), alternative agriculture, and water quality initiatives. In each case, the funds to support the initiatives are or are proposed to be allocated through a federally administered, competitive grants program. LISA funds are allocated through federally and regionally administered competitive grants programs. There are a number of proposals for research to develop new crops and new uses of existing crops. These also are envisioned as federally administered, competitive grants programs.

Collectively, the objectives of the proposed initiatives constitute a good set of objectives for U.S. agriculture. These include: increasing the ability of U.S. agriculture to compete for international markets; producing and marketing safe, high-quality, affordable products; conserving natural resources; preserving and enhancing the environment; and preserving and enhancing rural institutions, including that most hallowed institution, the family farm.

To accomplish these objectives it will be necessary not only to generate new ideas, through basic research, but also to develop and implement new agricultural technology. Formula funds have played important roles in achieving national agricultural objectives in the past. They will be necessary to achieve national agricultural objectives in the future.

FORMULA FUNDS CREATED THE LAND-GRANT INSTITUTIONS

In a speech given to extension administrators, an official of the U.S. Office of Management and Budget explained the view of many in government concerning formula support of agricultural research and extension. He said, "Each program proposed for federal support should have a clearly defined beginning, middle, and end. Therefore, we don't like formula funds. Get used to having less formula support. Problems and issues change; therefore, funding should change." Formula support is regarded by many as an inappropriate entitlement. An editorial in a recent issue of Time magazine (October 30, 1989) used formula-supported cooperative extension as an example of pork-barrel politics.

In my opinion, these views of formula funding result from faulty analysis of the U. S. system of agricultural research and development. The Morrill, Hatch, Smith-Lever, and Evans-Allen Acts, functioning in a technology-based, market-driven economy, propelled American agriculture into world preeminence and kept it there to the present. These acts were not focused on specific problems and issues, nor did the resulting institutions and programs have a clearly defined beginning, middle, and end.

The historic agricultural legislation created institutional structure. It established the United States Department of Agriculture (USDA) and the land-grant institutions. It assigned instruction, research, and extension responsibilities to them. The acts put in place an infrastructure of trained and experienced people, buildings, facilities, equipment, and support services with which specific needs and problems can be addressed. It would obviously be enormously inefficient if that infrastructure had to be recreated each time a new problem or opportunity arose.

The formula funds provided by the basic agricultural acts are not an entitlement, but an investment, just as money allocated through the mechanism of competitive grants is an investment. The important question should be: What are the relative merits of these and other mechanisms of allocation, in terms of accomplishing stated objectives and realizing public return on public investment?

FORMULA FUNDS LEVERAGE STATE AND PRIVATE FUNDS

Federal formula funds for agricultural programs must be matched by state funds. The institutions created by the formula funds were so unique and effective that the states and the private sector have invested considerably more in them than the formula allocations. In fact, less than 15 percent of the total support for the state agricultural experiment station system comes from formula allocations.

The tremendous growth in state and private support leads some to believe that the federal government no longer needs to invest in the experiment station and extension infrastructure. Some argue that since the results of agricultural

research and the nature of agricultural extension programs are very site- and situation-specific, the benefits of these programs accrue locally within the states. This is why they suggest that the infrastructure should be supported by state and local funds.

Studies clearly show, however, that much of the benefit of agricultural research and extension, particularly the consumer benefit, spills over state lines and even national boundaries (Evenson, 1989). To illustrate, over 50 percent of the corn and soybeans produced in Illinois are exported from the state as raw materials for further processing and consumption. Thus the benefits of improved productivity and quality generated by research and extension in Illinois are realized by the processors, distributors, marketers, and consumers of soybeans and soybean products in the U.S. and other nations.

The reason the federal government should remain involved, not only in the program aspects of agricultural research and extension but also in sustaining the infrastructure, is the same reason that states must remain involved in the support of county or district school systems. The spillover benefits from investment in education are such that the costs need to be distributed over a wider area and a greater number of beneficiaries. Otherwise, such activities will be chronically underfunded, i.e., will not achieve maximum return on public investment.

Some suggest that the private sector and farmers should support public agricultural research and extension. Again, since most of the information is made available to all farmers and all private firms, no individual farmer or private firm can capture proprietary benefit from it. A business entity must be able to capture the benefits of its investment in research and development. Since much of the benefit of public agricultural research and education accrues to the industry as a whole and to consumers, public agricultural research and education will always be underinvested if only farmers and private firms support it.

FORMULA FUNDS PROVIDE CONTINUITY TO AGRICULTURAL RESEARCH PROGRAMS

The Difference Between Projects and Programs

Ben Jones, Associate Director of the Illinois Agricultural Experiment Station, often states that competitive grants support projects and formula funds support programs. Competitive grants usually provide support for one to three years. A five-year project is exceptional. The competitive grant mechanism does not lend itself to sustaining programs over long or indefinite periods of time.

Many agricultural research programs require long-term support. Some months ago I began to develop a list (now available from the Illinois Agricultural Experiment Station) of research and educational programs that will be of great importance to achieving the objectives of the various initiatives described above, but that cannot be effectively supported and maintained through the typical, federally administered, competitive grants programs.

Examples include establishing and maintaining a germplasm collection, mounting plant and animal breeding programs, maintaining a county extension office and staff, and addressing unexpected problems that demand well-coordinated, applied research and education programs and immediate response, e.g., the great drought of

1988. A very important one that came to mind during this conference was a program of training custom spray applicators in appropriate techniques to minimize environmental impact of pesticides.

The items on my list have certain characteristics in common. They are programs rather than projects. They require continuity of support and management. They require that an infrastructure of trained and experienced people, buildings, facilities, and support services be in place and maintained for considerable periods of time.

Many of the activities on my list tend to generate site- and situation-specific information. Therefore, the associated experiments must be conducted in as many different sites and situations as possible. They cannot be concentrated in one or a few laboratories. Under those circumstances, research proposals must be evaluated according to geographic and socio-economic criteria, not just scientific criteria. Because the needs, goals, and strategies of such programs differ in virtually every state and locale, the associated research programs are rarely found on national priority lists developed by consensus.

Unrecoverable Indirect Costs

Some will argue that since institutions are allowed to recover indirect costs associated with competitively funded projects, the needs for sustaining infrastructure and maintaining continuity are met. The present indirect cost recovery process does not meet those needs and it is hard to envision one that would. Even if all indirect costs were recovered, the income from indirect cost recovery is just as unpredictable as the grants themselves and cannot be used very effectively to provide program continuity.

Public universities cannot recover depreciation and maintenance of buildings and equipment used in federally funded research. This was not a problem when university research was a minor activity conducted within major facilities and programs for resident instruction. But now, building and equipment needs for research far exceed those for resident instruction on many campuses. Half to two-thirds of a university physical plant may be devoted to research. It is no longer possible to squeeze the research program into the cracks and crannies of the instructional program.

The indirect cost recovery process does not allow recovery of what I refer to as the "continuity" costs associated with maintaining research and extension programs. This is best illustrated by an example. The National Institutes of Health (NIH) holds hearings to allow grantees to comment on the management of NIH competitive grants programs.

One researcher expressed his frustration by saying, "Look what you did to me. Because there was a six-month gap between grants, I had to let 15 people go. These include post-doctoral students, technicians, graduate students, and temporary help. The discontinuity disrupted not only my program but also their lives and training. There must be a better way." There is a better way. It is to provide formula and other institutional funds to enhance and support competitive grants programs.

The more support an institution receives in the form of extramural funds, the more institutional funds, including formula funds, must be used to pay continuity and other costs associated with competitively funded research. Agricultural research administrators are using more of the Hatch funds to help recruit and retain outstanding basic scientists, pay for intellectual retooling, support preliminary studies, bridge the gaps between grants, and do other things to compete more effectively for grants and contracts.

Shifting Institutional Funds Toward Basic Research

Shifting formula funds toward basic research and other competitively-funded programs has both positive and negative effects. Formula funds make short-term, competitively funded research projects much more effective and efficient by providing continuity and keeping in place the research infrastructure. On the other hand, so many institutional resources, including formula funds, are being shifted to support federally funded basic and privately funded developmental research programs that not enough is available to support critically important adaptive research and related extension programs.

A shift of institutional resources from adaptive research and technology transfer activities (D) toward basic and early stage developmental research (R) is not justified by the relative costs of these activities. A private sector rule of thumb places the relative costs of R and D at 1 to 10. Until some new formula funds are earmarked for adaptive research and related extension activities, institutional funds will increasingly be used to support basic research activities.

FORMULA FUNDS LINK LAND-GRANT INSTITUTIONS DIRECTLY TO ECONOMIC ACTIVITY

A Goal-Oriented Approach to Agricultural Research and Development

In his book Thriving on Chaos, Tom Peters lists a number of characteristics of successfully competitive private firms. Among these is the ability to conceive, design, develop, and implement new technology more rapidly than their competitors. As I read this, I reflected on the agricultural research and development system. I had previously visualized it as a linear stepwise process (Figure 1).

It occurred to me that if this process could be "wired" in parallel (Figure 2) rather than in series, it might be possible to speed up the development process. In the parallel system, basic, developmental, and adaptive research and technology transfer activities are conducted simultaneously instead of sequentially. Redrawing the diagram in parallel led to several insights.

The traditional organization of colleges of agriculture within land-grant institutions and the location of USDA-Agricultural Research Service (ARS) researchers in these same units fostered the parallel approach to agricultural research and development. Intentionally or unintentionally, the founders of the system and its participants have organized colleges of agriculture along commodity rather than disciplinary lines. People conducting each of the four functions are usually placed within the same administrative units. The resulting units are not only interdisciplinary, which is important, but also cross-functional, which is essential.

David R. MacKenzie, 04:12 PM 2/7/97 -, Impact Assessment

From: "David R. MacKenzie" <dm184@umail.umd.edu>
Sender: dm184@umail.umd.edu
To: "Robert D. Heil" <wdal@lamar.colostate.edu>
Cc: Donald <sdonald@umes3.umd.edu>, Helms <tjhelms@ra.msstate.edu>,
Lower <richard.lower@ccmail.adp.wisc.edu>,
Rubie Mize <rm167@umail.umd.edu>
Subject: Impact Assessment
Date: Fri, 7 Feb 1997 16:12:37 -0500 ()
Priority: NORMAL
X-Authentication: none

Bob....We discussed the need for a regionally coordinated effort in impact assessment in the style of Dave King at the NERA meeting this week. The notion has strong support, and now a direction. I had been frustrated by earlier attempts to put something together, only to have an alternative suggestion bog down the discussion.

The plan now is to use the NE-59 (our project management account) to off-the-top fund a concerted effort in impact assessment, structured after the 5 REE strategic outcomes. I will be putting the plan together this spring for our summer NERA meeting. The expectation is to have a budget proposed for approval at that time.

I see a need to share in the cost of the effort inasmuch as many LGUs in the region have available very limited allocations for ag communication-type folks, and that is what we need. I plan to identify a few NE ag comm types and establish 5 working groups for the ag comm types to work with. The timing will be to get the allocation from FY '98 (in October 1997) and have something on the table by CARET time as a set of impact statements. The effort will be comprehensive and will include teaching, research and extension. All sources of funds (i.e., RR and Hatch, and other sources) will be included. My intention is to have, at the same time, a view of what our investments in RR are accomplishing....something that does not occur at the present time.

I'll keep you posted.....RGDS...Dave

David R. MacKenzie
dm184@umail.umd.edu

REGIONAL CONSERVATION TRAINING CENTERS

CONCEPT:

The following proposal has been developed in response to the conservation provisions of the 1996 farm bill and the emphasis placed on grazing land management by the advent of the Grazing Lands Conservation Initiative (GLCI), the formation of a national steering committee for GLCI, and the subsequent initiation of GLCI Phase II for research and education.

PROPOSAL:

We propose the funding of five regional Conservation Training Centers that would be responsible for training and applied research. Each region would:

- correspond to ecological regions as defined by grazing and forage resource base.
- be supported by a host land grant institution much as the RAC's and RDC's are.
- have their own individual budgets to support:

    1. on site demonstrations and training in support of not only the in service training needs of the land grant community, but also NRCS, FS, BLM, NACD's and others,
    2. on site research,
    3. regionally directed, competitively funded research,
    4. regionally sponsored, competitively funded educational materials and programs.

FUNDING:

Funding would be appropriated separately by congress and be administered in a similar fashion to the existing regional centers. Appropriation language and start up funding will be requested in the FY98 budget. Full funding will be phased in over the subsequent two budget cycles. Full funding for each center would be $2.5M. Use fees would be charged for services provided to other USDA agencies and the NACD.

IMPLEMENTATION:

Implementation will begin with a workshop for personnel from the five regional institutions, followed by a conference for partnering agencies.

ECOP AND ESCOP ROLE:

We are asking that ECOP and ESCOP support this concept with the realization that the details must be negotiated as we work through the appropriation and budgeting process.

TITLE: **Rapid Response Research Teams to Meet Needs in Agriculture, Food, Natural Resources and Rural Communities (the NC-500 series of projects)**

Executive Summary

Acute problems, challenges, emerging issues, and opportunities occasionally arise that require an immediate response and that can be most effectively and efficiently addressed by multi-state research efforts. Such state, regional, and/or national needs cannot be met by NC projects. A mechanism to ensure a rapid response using regional research funds (RRF) has been developed, RRF being frequently the most flexible source of funds available to State Agricultural Experiment Station (SAES) directors. While the present system of NC projects serves well for chronic issues where time is not of the essence, it does not allow a timely responsiveness.

There is a need for a mechanism to assure responsiveness to crises and emerging issues using a regional approach and regional research funds (RRF). The North Central Regional Association of State Agricultural Experiment Station Directors (NCRA) approved on November 16, 1996, the NC-500 series of projects. These would require the involvement of at least two State Agricultural Experiment Stations (SAES). The problem and the proposed response will be described concisely (a "one-pager") by a director acting as a *de facto* principal investigator (PI). The project would need approval by the regional research committee (RRC) and this would be sought by a conference call (normally arranged within 5 days of receipt of the proposal). The project would be covered by the "blanket" NC-500 series. It would not require review by either the appropriate North Central Administrative committee (NCA) (committee of department heads/chairs or associate deans), the NCRA, or by CSREES. It is envisaged approval for an NC-500 project should be completed within as little as 2–4 weeks from the identification of the problem/issue.

Other details of the new NC-500 series include the following. The administrative advisor of the individual NC-500 project will be the chair of the RRC. The research for the NC-500 project will be conduced by SAES scientists at the approval of their director. Research will be managed by PI (and possible other directors acting as co-PIs), by a variety of means include RFPs or a multidisciplinary/multi-state team project. Involvement of extension faculty and outside individuals in NC-500 projects is encouraged. The project will be limited to a duration of two years and will be subject to mid-term review. The scientists doing the NC-500 project research may develop an NC project proposal during the course of the NC-500 project.

TITLE: **Rapid Response Research Teams to Meet Needs in Agriculture, Food, Natural Resources and Rural Communities (the NC-500 series of projects)**

Duration: **a 5-year trial (of the project series); individual projects not to exceed 2 years**

Statement of Problem:

Acute challenges, emergencies and opportunities occasionally arise that require *immediate* multi-state research efforts to meet the needs of the state, region or nation. Examples of issues where a rapid ramp up of research and timely communications of research results includes:

1. reemergence/emergence of new disease/pest organisms moving into states, the region, or the nation;

2. where legislation has been passed or under discussion but research is required on the impact of implementation (e.g., welfare reform);

3. where public opinion is demanding solutions to problems (e.g., animal waste) but where neither research nor objective information is available;

4. where shifts in public policy are under discussion and there is an absence of researched information impacts; and

5. where opportunities for multi-state consortia arise and seed funding is required.

A mechanism to promote and facilitate a rapid response research has been developed using regional research funds (RRF); RRF being frequently the most flexible of funds available to State Agricultural Experiment Station (SAES) directors. The present system serves well for chronic issues and for a majority of the problems that need to be addressed on a multi-state basis where time is not of the essence; however, this system does not allow timely responsiveness (see figure 1).

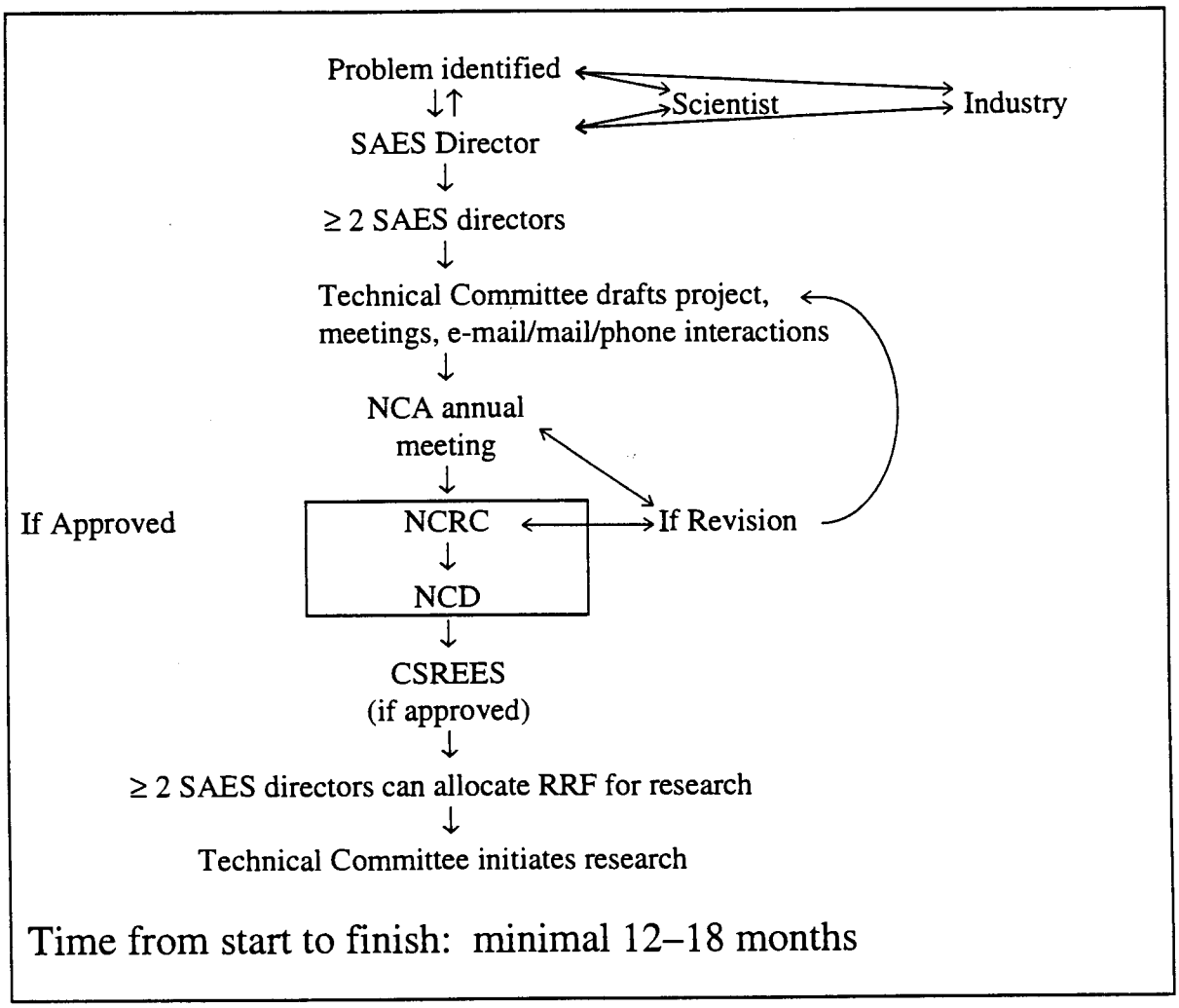


Figure 1. Present Model of Regional Research Projects

Justification:

The guidelines for regional research provide a strong justification for regional research. The concept of cooperative regional research was developed by the directors of the SAES to: "Stimulate and facilitate inter-state cooperation on research of the regional and national character ..." Cooperative regional research: "Resolves by team effort, problems too labor intensive and/or otherwise too costly for a single SAES to undertake ..." The research is distinguished from other type of research by being focused on a specific and important problem of concern to two or more states.

Where regional projects originate:

"Scientists in any state and USDA agency *or* representative from agricultural and related industries may present a problem through any SAES director, usually after it has been

established the problem is of concern and interest to two or more states within a region or among regions ... Two or more SAES directors may decide that certain problems can best be solved by a cooperative team approach, the RRC or its equivalent after reviewing regional and national planning and implementation reports, can recommend areas of high priority research for the region."

Acute problems, challenges, emerging issues, and opportunities occasionally arise that require an immediate response and that can be most effectively and efficiently addressed by multi-state research efforts. Such state, regional, and/or national needs cannot be met by NC projects. A mechanism to ensure a rapid response using regional research funds (RRF) has been developed, RRF being frequently the most flexible source of funds available to State Agricultural Experiment Station (SAES) directors. While the present system of NC projects serves well for chronic and a majority of these issues where time is not of the essence, it does not allow a timely responsiveness.

Related and Current and Previous Work

Once a problem/issue has been identified and the NC-500 project approved, the following steps will be taken by the researchers:

- research objectives identified
- literature surveys (include CRIS searches) undertaken to ensure that duplicative research is not conducted
- all available information integrated
- the objective, unbiased information made available to client groups/customers (via extension) very rapidly
- research team(s) formed
- research plans developed
- research initiated

Objective

To develop rapid response research teams to meet the needs (either crises or emerging issues) in agriculture, food, natural resources and rural community, using the NC-500 series of projects.

Procedures/Organization

There is a need for a mechanism to assure responsiveness to crises and emerging issues using a regional approach and regional research funds (RRF) (see figure 2). The North Central Regional Association of State Agricultural Experiment Station Directors (NCRA) approved on November 16, 1996, the NC-500 series of projects. These would require the involvement of at least two State Agricultural Experiment Stations (SAES). The problem and the proposed response will be described concisely (a "one-pager") by a director acting as a *de facto* principal investigator (PI). The project would need approval by the

regional research committee (RRC) and this would be sought by a conference call (normally arranged within receipt of the proposal). The project would be covered by the "blanket" NC-500 series. It would not require review by either the appropriate North Central Administrative committee (NCA) (committee of department heads/chairs or associate deans), the NCRA, or by CSREES. It is envisaged approval for an NC-500 project should be completed within as little as 2–4 weeks from the identification of the problem/issue (see figure 2).

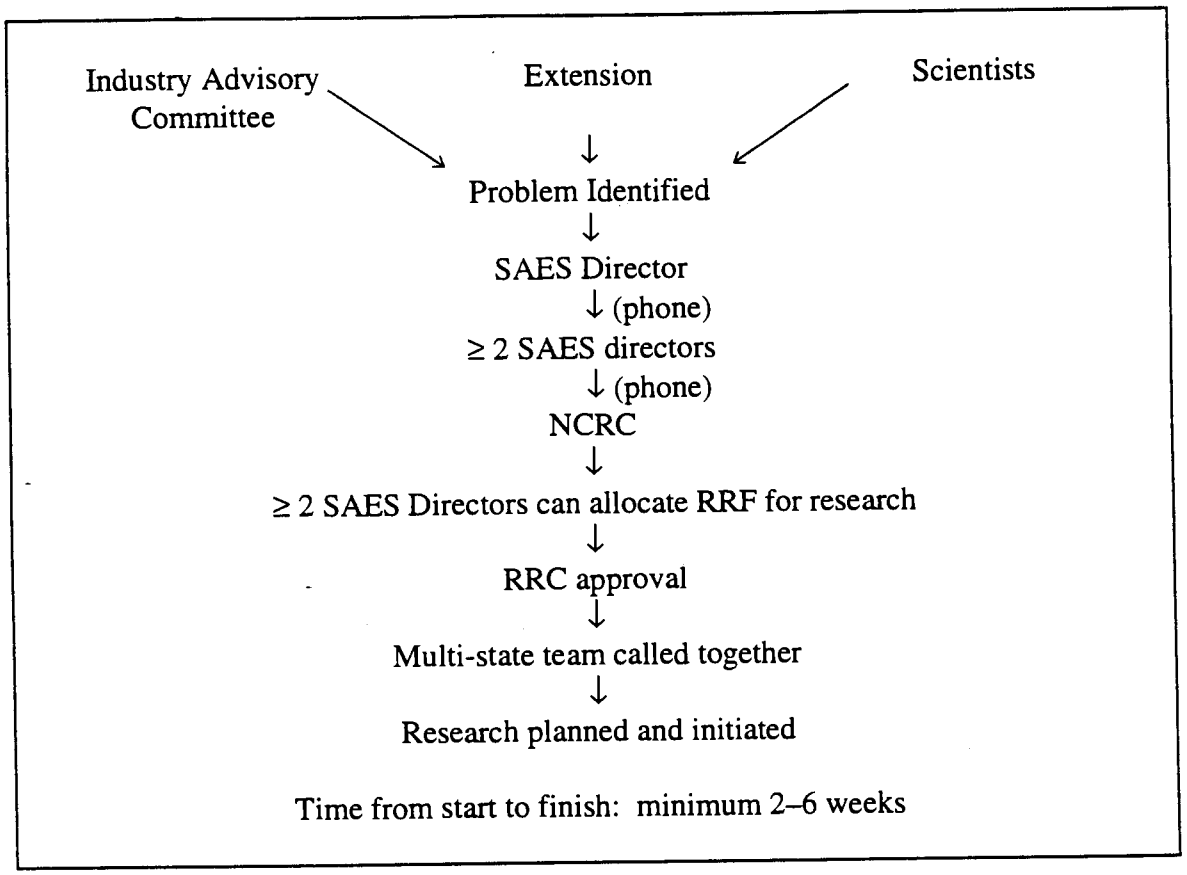
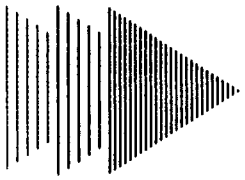


Figure 2. Model for the Proposed NC-500 projects to meet emergencies, challenges and opportunities

Other details of the new NC-500 series include the following. The administrative advisor of the individual NC-500 project will be the chair of the RRC. The research for the NC-500 project will be conduced by SAES scientists at the approval of their director. Research will be managed by PI (and possible other directors acting as co-PIs), by a variety of means include RFPs or a multidisciplinary/multi-state team project. Involvement of extension faculty and outside individuals in NC-500 projects is encouraged. The project will be limited to a duration of two years and will be subject to mid-term review. The scientists doing the NC-500 project research may develop an NC project proposal during the course of the NC-500 project.



Principles of Good Peer Coaching

Feedback is a way of helping someone understand the impact of his or her behavior on others. The following criteria may be helpful when giving feedback:

Notes

1. Is it specific rather than general?

2. Is it descriptive rather than judgmental?

3. Does it take into account the needs of both the receiver and the giver of the feedback?

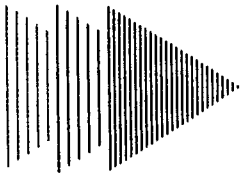
4. Is it directed behavior when the receiver can do something about it?

5. Is it solicited rather than imposed?

6. Is it well-timed?

7. Is it checked to ensure clear communication and accuracy?

Adapted from James A. McCaffery, Training Resources Group, 1982.



Peer Coaching Groups

Blue Group

BLUE GROUP A

COACHES

David Baltensperger	Dennis DeVries	Tom Field	XXXXXXXXX
Brian Kahn	Jo-Ann Leong	XXXXXXXXX	Donald Lindsey
Gayle Noblet	XXXXXXXXX	George Parker	James Shortle
Carol Bagnell	Clark Brekke	Peter Bromley	Jeff Dorfman

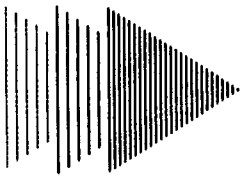
PEER GROUP

BLUE GROUP B

COACHES

Bruce Fortnum	Jon Irby	Jerry Nelson	XXXXXXXXX
Dan Schaefer	Mary Leigh Wolfe	XXXXXXXXX	David Bridges
Tina Buch	Don Eckert	George Jesse	Bill Pan
XXXXXXXXX	David Sylvia	Pete Teel	Don White

PEER GROUP



Request for Peer Coaching

NAME _____

GROUP: _____

(Example: Red A, Blue B, etc.)

We will collect this form from you on Tuesday afternoon, duplicate it for the members of your peer coaching group, then return the original to you.

1. The feedback instruments and workshops this week have suggested to me several things about myself and my leadership abilities. I would like to know if members of my peer coaching group see me as someone who is:

2. I would like to know if you see me doing too much or too little of the following behavior:

3. I am receiving information that I might have to make a few changes in my leadership. I would like advice from my peer coaches and staff consultants on ways to make the following changes:

A copy of this form will be used to solicit information and observations from your Peer Coaching Group during the Day 6 Session.