

**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**



**KING KAMEHAMEHA KONA BEACH HOTEL
KAILUA-KONA, HAWAII
MARCH 22-24, 1999**

SUMMARY OF ACTIONS

1.0	Adopted the agenda as modified	1
2.0	Approved the minutes of the March 22-24, 1999 meeting as posted on the WDA web page .	2
3.0	Provisionally approved the budget requests for the NRSP projects as submitted, based on the availability of funds. If the funds are not available, the Executive Committee will reexamine the requests.	2
4.0	Approved the budget request for W-006 as submitted at \$343,000	2
5.0	Approved the Treasurer’s Report as distributed	3
6.0	Approved support of the recommendation of the Selection Committee and to select the University of California-Riverside as the new host institution for the Western IPM Program . .	6
7.0	Approved holding the WDA Spring 2000 Meeting in San Diego, CA	7
8.0	Approved adjournment of the meeting	9
9.0	Heard the RIC Report and took the following actions:	
9.1	Approved a one-year extension of W-191, to 9/30/2002.	17
9.2	Conditionally approved the revision of W-102 “Integrated Methods of Parasite Control for Improved Livestock Production” for five years, from October 1, 1999 to September 30, 2004. The “Resources Summary” page of the outline is to be modified to show the research/extension/teaching appointment percentages.	17
9.3	Approved the revision of W-128 “Micro-Irrigation: Management Practices to Sustain Water Quality and Agricultural Productivity” for five years, from October 1, 1999 to September 30, 2004.	17
9.4	Approved the revision of W-170 “Chemistry and Bioavailability of Waste Constituents in Soils” for five years, from October 1, 1999 to September 30, 2004.	18
9.5	Deferred the revision of W-181 “Modifying Milk Fat Composition for Improved Manufacturing Qualities and Consumer Acceptability.”	18
9.6	Approved the revision of W-187 “Interactions Among Bark Beetles, Pathogens, and Conifers in North American Forests” for five years, from October 1, 1999 to September 30, 2004.	18

9.7	Conditionally approved W-188 “Improved Characterization and Quantification of Flow and Transport Processes in Soils” for five years, from October 1, 1999 to September 30, 2004. The “Resources Summary” page of the outline is to be modified to show the research/extension/teaching appointment percentages.	18
9.8	Deferred approval of W- “Enhancing Community Economic Development Through Successful Merchandising, Production, and Distribution of Innovative Textiles and Sewn Products.”	19
9.9	Denied the request for extension of WCC-011 “Turfgrass Research.”	19
9.10	Denied the request for extension of WCC-023 “Textile and Apparel Research Coordination.”	20
9.11	Conditionally approved WCC-058 “Production, Transition Handling, and Reestablishment of Perennial Nursery Stock” for five years, from October 1, 1999 to September 30, 2004. The committee is to provide the specialities of the participants and also identify the mechanism for interaction between meetings.	20
9.12	Deferred renewal of WCC-069 “Coordination of Integrated Pest Management Research and Extension Programs for the Western United States.” The WDA further approved a motion that the resubmission of the request to renew be prepared in consultation with the director of the western IPM program and clearly state the relationship between western IPM and WCC-069.	20
9.13	Conditionally approved WCC-072 “Agribusiness Research Emphasizing Competitiveness” for five years, from October 1, 1999 to September 30, 2004. The petition is to include the specialties of listed members, the committee is to seek additional participants from agencies and industry. The accomplishments listed should only be those that are a direct result of coordinating committee activities and collaborations.	20
9.14	Deferred renewal of WCC-091 “Improving Stress Resistance of Forages in the Western United States.”	21
9.15	Approved the renewal of WCC-092 “Beef Cattle Energetics” for five years, from October 1, 1999 to September 30, 2004.	21
9.16	Conditionally approved the renewal of WCC-093 “Western Region Soil Survey and Inventory” for five years, from October 1, 1999 to September 30, 2004. The “Participants” list is to be revised to show the research/extension/teaching appointments.	21

9.17	Approved the renewal of WCC-095 “Vertebrate Pests of Agriculture, Forestry, and Public Lands” for five years, from October 1, 1999 to September 30, 2004.	21
9.18	Deferred establishment of WCC- “Integrated Management of Postharvest Diseases of Fresh Fruits and Vegetables.”	22
9.19	Conditionally approved WCC- “Improving Ruminant Use of Forages in Sustainable Production Systems for the Western U.S.” for five years, from October 1, 1999 to September 30, 2004. The list of participants is to be edited to reflect the specialities of the participants. The WDA also approved a motion that the starting date for the WCC be 4/1/99)	22
9.20	Established ad hoc WCC- “Growing Threat of Wildfire to Human Lives, Property, and Local Economies Throughout the Western Region” for one year, from October 1, 1999 to September 30, 2000.	22

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WESTERN ASSOCIATION OF
AGRICULTURAL EXPERIMENT STATION DIRECTORS
Kailua-Kona, Hawaii
March 22-24, 1999

MINUTES

ATTENDANCE:

ALASKA	G. Allen Mitchell	NEVADA	David Thawley
AMERICAN SAMOA	Carol Whitaker		Ronald S. Pardini
ARIZONA	C. Colin Kaltenbach	NEW MEXICO	LeRoy Daugherty
CALIFORNIA	Henry J. Vaux, Jr.	OREGON	L. J. (Kelvin) Koong
	Philip A. Roberts		Sandra Helmick
	Michael Reid		Rosemary C. Wander
COLORADO	Lee E. Sommers		Lavern Weber
	Ronnie D. Green	UTAH	H. Paul Rasmussen
GUAM	Jeff Barcinas		H. Grant Vest
HAWAII	Charles W. Laughlin	WASHINGTON	James R. Carlson
	H. Michael Harrington	WYOMING	James J. Jacobs
IDAHO	Richard Heimsch	ARS	Arthur L. Schipper
	Donald Robertson	CSREES	E. M. (Ted) Wilson
MONTANA	Stuart Knapp	EXECUTIVE DIR.	Robert D. Heil
MICRONESIA	Singeru Singeo	NAPFSC	George Brown
(Marshall Islands)	Andrew Kuniyuki	OFFICE-EXEC. DIR.	Harriet Sykes
		W-CES	Elwood L. Miller

1.0 Call to Order/Introductions & Announcements/Adoption of Agenda

The meeting was called to order by Heimsch.

The attendees introduced themselves.

Announcements regarding local arrangements were made.

The motion was made and seconded **to adopt the agenda as modified**. **MOTION CARRIED**. The agenda is attached as Appendix A, p. 10.

2.0 Welcome

Harrington and Laughlin welcomed the attendees to Hawaii.

Laughlin commented that agriculture is going through a transition in the Hawaiian Islands. Historically, the agricultural industry was controlled by approximately seven estates and the estates are closing down their sugar production. Pineapple production for a time was being reduced, but

is now being increased due to a different form of marketing. Because of the shift in agricultural production, if the land-grant mission was needed, it is in Hawaii.

3.0 Approval of Minutes of 9/22/98 Meeting

The motion was made and seconded **to approve the minutes of the September 22, 1998 meeting as posted on the WDA web page. MOTION CARRIED.**

4.0 Chair's Report/Interim Actions/Executive Committee Report

Heimsch reported that he had approved the revision of W-106 "Multistate Research Coordination, Western Region."

Heimsch indicated that the Western Directors Executive Committee had met on March 22 and made recommendations on the following as seconded motions:

Off-the-Top funding for the NRSP projects and regional trusts;

The Executive Committee recommends provisional approval of the budget requests for the NRSP projects as submitted, based on the availability of funds. If the funds are not available, the Executive Committee will reexamine the requests. MOTION CARRIED.

Project Number	Provisional Approved Funding
NRSP-001	\$225,622
NRSP-003	\$116,401
NRSP-004	\$514,620
NRSP-005	\$244,000
NRSP-006	\$178,250
NRSP-008	\$389,272

The Executive Committee also reviewed the request for the regional trust in support of W-006 "Plant Genetic Resource Conservation and Utilization."

W-006	<u>The Executive Committee recommends approval of the budget request for W-006 as submitted at \$343,000. MOTION CARRIED.</u>
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The Executive Committee also discussed the current status of the budget of the Office of the Executive Director. The budget and assessment for FY99-2000 will be finalized at the Summer meeting.

5.0 Treasurer's Report

The Treasurer's Report was distributed by Knapp. The motion was made and seconded **to approve the Treasurer's Report as distributed. MOTION CARRIED.** The Treasurer's Report is attached as Appendix I.

6.0 Reports from Liaison Representatives

6.1 CSREES Report

Wilson commented on the following activities and changes in CSREES.

(1) Selection of the CSREES Administrator position.

(2) Changes in the Special Grants Program are: (a) shortened period from five to three years, (b) no longer a special research grant program - it is extension and research, (c) requires peer review of research projects and merit review of extension projects.

(3) Revision of A-110 (OMB circular regarding grievance on grants in universities) - data is to be made available to the public (through Freedom of Information Act).

(4) Appropriation hearings are underway. Concern regarding reduction of formula funding and reduction of funding for special grants was expressed to Congress.

(5) The National Advisory Board at its last meeting held a national symposium.

(6) Implementation of AREERA

(7) Food Safety

Wilson provided additional information from CSREES, attached as Appendix J.

6.2 ARS Report

Schipper presented the ARS Report, attached as Appendix K.

6.3 Extension Liaison

Miller presented the Extension Liaison Report, attached as Appendix B, p. 12.

6.4 NAPFSC

Brown commented that there are number of joint issues that the forestry schools and the agricultural experiment station system are addressing. Areas in which the agricultural experiment station system can help forestry are: biotechnology; precision agriculture; work on noxious weeds; cropping systems technologies that can work in agroforestry. There are other areas where forestry has done work that may be of value to experiment station

programs: forest practices; endangered species issues; ecosystem management; public land-private land issue. Areas where the forestry schools and the agricultural experiment stations can jointly work on are: policy analysis; water quality; social science research.

6.5 AESOP

Heil reported on behalf of AESOP. The House and Senate Budget Committees have both distributed their budget recommendations that will go to the floor in the next day or two. There has been \$6 billion set aside in the House to take care of agriculture (the current farm situation, crop insurance, etc.) That is helpful because those items will not be taken out of discretionary funding.

Heil noted that Nipp had indicated that there may be a larger surplus than earlier projected. In August, when the surplus is announced, there may be a frenzy to add items to various budgets to utilize the extra dollars.

7.0 Regional/National Committee Reports

7.1 ESCOP

Pardini distributed the ESCOP Report, attached as Appendix C, p. 13.

7.2 ESCOP Budget Committee

Vaux reported on activities of the restructured ESCOP Budget Committee. The Committee has met only once by conference call, immediately after the release of the President's Budget, to decide what recommendations to make to the ESCOP Executive Committee regarding the President's Budget. The decision was that ESCOP should be fully supportive of the increase proposed in the President's Budget but should also spare no effort to achieve restoration of the proposed 15 percent cut in formula funds.

Vaux attended a meeting of the Executive Committee of the Board on Agriculture at which Nipp was present. A question was raised about how supportive the USDA Administration would be regarding the continuation of formula funds. Nipp commented that OMB and the Department were likely to be increasingly soft in support of formula funds. Nipp also commented that ESCOP and its related committees were in the best position to get the formula funds restored.

7.3 ESCOP Advocacy & Marketing Committee

Kaltenbach commented that in the structuring of the ESCOP committees, we now have the Budget and Marketing Committee combined. He has been asked to co-chair the Marketing and Advocacy side of the Committee.

He reported that the R. J. Schlitt Company, a marketing firm, has made several presentations to ESCOP. ESCOP has decided to move forward with Phase 1 of a

marketing plan. Rather than just accept the R. J. Schlitt proposal to ESCOP, Nipp was requested to develop a second proposal as a competitive bid.

ECOP will be invited to participate, but currently are not being assessed for any of the expenses. Before Phases 2 and 3 are implemented, all of the COP's will need to participate and provide support.

A second activity that the Committee is working on is exploring formation of a national advocacy group similar to the CFAR group in Illinois as a way to gain support from industry and commodity groups.

7.4 ESCOP Science & Technology Committee

Pardini reported that the ESCOP Science & Technology Committee was planning to develop a science road map. The ESCOP Science & Technology Committee Report is attached as Appendix D, p. 15.

7.5 ESCOP Partnerships Committee

Sommers reported that the ESCOP Partnerships Committee is also a new committee based on the structuring of ESCOP. D. C. Coston (OK) is Chair and Sommers is Vice-Chair. The committee has met by conference call. They have openings for five non-land-grant members.

There are two major items that the Committee would like to emphasize: (1) to look at ways to strengthen the ongoing partnership with USDA; and (2) ways to enhance and build partnerships with other federal agencies.

There are three ongoing ESCOP activities that the committee is going to emphasize at its first organizational meeting: (1) the SAES/USDA-CSREES National Environmental Initiative (SUNEI). Information on SUNEI is attached as Appendix L; (2) the Plan of Work-GPRA type activities; (3) the whole multistate research and extension type activities.

7.6 ESCOP Planning Committee

Heimsch reported that in the new structure of ESCOP there is a Planning Committee. That committee will be chaired by Eric Young (NC) with Vice-Chair Dick Heimsch (ID).

The ESCOP Planning Committee replaces the ESCOP Strategic Planning Subcommittee. They hope to involve ECOP and ESCOP in joint planning activities.

7.7 RCIC

Heil updated the WDA on the progress toward formation of the Regional Coordination Implementation Committee (RCIC).

He commented that the appointments to RCIC were complete and that an orientation session would be held at the Joint Summer Meeting. The current plan is for RCIC and RIC to meet concurrently, with RCIC sitting in on the RIC meeting in the morning and RIC sitting in on the RCIC meeting in the afternoon.

7.8 IPM-Regional Coordinator & Host Institution Selection

Jacobs, Chair of the Selection Subcommittee for Host Institution for the Western IPM Program, presented the report, attached as Appendix M.

Heimsch reported that the Executive Committee had evaluated the report of the Selection Committee and made the recommendation as a seconded motion **to support the recommendation of the Selection Committee and to select the University of California-Riverside as the new host institution for the Western IPM Program.**
MOTION CARRIED.

Jacobs commented that the Western Extension Directors had been polled for their preference for the host institution and concurred with the recommendation of the Selection Committee.

8.0 State Plans of Work/Presentation and Discussion

Rasmussen reported that he had worked with the committee appointed to interpret the law requiring the State Plans of Work. The information is available on the ESCOP web page. He provided the presentation that has been developed for the State of Utah on development of a Plan of Work.

The decision has been made that the GPRA is now an agency responsibility and the Plan of Work is a state responsibility. The Extension Service System is very good at programs and the Experiment Station System is good at projects, so a way is needed to mix them to provide a cohesive Plan of Work. The Plan of Work allows the states to define programs and then reports may be made against those programs.

He provided information on the process that Utah State University used in the development of their Plan of Work. He commented that stakeholders don't know what is being done by the Experiment Stations. They sometimes don't understand the phrasing of program/project statements and they don't understand what a research project is.

9.0 Panel from University of Hawaii

Harrington introduced the following individuals who made presentations to and answered questions of the WDA. The overall presentation title addressed was: "The Changing Face of International Activities in Agriculture."

Goro Uehara (CTAHR Professor of Soil Science)
Topic: History of Agriculture Development

Lyle Wong (Administrator, State Department of Agriculture, Division of Plant Industry)
Topic: Opening Export Markets

James Hollyer (CTAHR/ADAP Program Manager)
Topic: The Pacific – The American and the Other One

Harold McArthur (Director of the University of Hawaii Research Relations)
Topic: University and Land Grant Adjustments to Changing International Environment:
Opportunities and Constraints

10.0 RIC Report

The RIC Report and related WDA actions is attached as Appendix E, p. 16.

11.0 NRSP-004

No report was presented.

12.0 Executive Director Report

The Executive Director Report is attached as Appendix F, p. 25.

13.0 State Reports

The following states provided information on current activities of their individual institutions: Guam, Washington, Oregon, Arizona, Marshall Islands, Alaska, Micronesia, Idaho, Wyoming, Utah, California, New Mexico, Montana, American Samoa, Colorado.

Pardini distributed the Nevada State Report, attached as Appendix G, p. 29.

14.0 Future Meetings

14.1 Summer 99 Meetings

Heimsch distributed information on the Joint Summer Meeting to be held 7/11-14 in Sun Valley, ID, attached as Appendix N.

14.2 Fall AES Dir. Meeting

The Fall AES Directors Meeting will be 9/28-30/99 in Memphis, TN.

14.3 Fall 99 NASULGC Meeting

The Fall 99 NASULGC meeting will be 11/8-9/99 in San Francisco, CA.

14.4 Spring 2000 WAAESD Meeting

Vaux offered to host the WDA Spring 2000 meeting. The motion was made and seconded **to hold the WDA Spring 2000 Meeting in San Diego, CA. MOTION CARRIED.** The approximate time will be during the third week in March.

14.5 Summer 2000 Meetings

The Joint Summer 2000 Meeting will be held in Lake Tahoe, NV with the dates to be posted later.

15.0 Resolutions

The motion was made, seconded and **UNANIMOUSLY CARRIED to approve the following resolutions:**

Resolution #1

WHEREAS, Dr. W. Ralph Nave, having served as a research agricultural engineer and Assistant Director of the USDA-ARS Pacific West Area with a distinguished career spanning 32 years of Federal service; and

WHEREAS, Dr. Nave provided an outstanding contribution to the Western Association of Agricultural Experiment Station Directors as a member of RIC from 1990 to 1997; and

WHEREAS, Dr. Nave retired as Assistant Director of the Pacific West Areas of the USDA-ARS January 2, 1998, therefore be it

RESOLVED that the WAAESD at their meeting in Kona, Hawaii on March 24, 1999 express its sincere and heartfelt appreciation for the significant contribution he has made to our association, and be it further

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

Resolution #2

WHEREAS, Dr. Gary McIntyre has served as Coordinator of the Western Region IPM Competitive grants program from the programs inception more than a decade ago; and

WHEREAS, Dr. McIntyre has provided leadership in the evolution of a highly effective and productive regional IPM program; and

WHEREAS, Dr. McIntyre has established key linkages with the Western Regional Sustainable Agriculture Program; and

WHEREAS, Dr. McIntyre has effectively represented the Western Region IPM Program as a participant at the national level in the development and implementation of the IPM Program; and

WHEREAS, Dr. Gary McIntyre has announced his retirement as Coordinator of the Western Region IPM Program effective in August, 1999, now be it

RESOLVED that the WAAESD at their meeting in Kona, Hawaii on March 24, 1999 express its sincere and heartfelt appreciation to Dr. Gary McIntyre for the significant contribution he has made to our association, and be it further

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

Resolution #3

WHEREAS the Western Association of Agricultural Experiment Station directors meet in Kona on the beautiful island of Hawaii, March 22-24, 1999; and

WHEREAS those attending were exposed to the agricultural environment and the culture of the island of Hawaii; and

WHEREAS accommodations for the meeting were both comfortable and conducive to effective interaction resulted in a successful meeting; therefore be it

RESOLVED that the Western Association of Agricultural Experiment Station Directors express its appreciation to Chuck Laughlin, Dean of the College of Tropical Agriculture, Mike Harrington, Interim Director of Hawaii Institute of Tropical Agriculture and Human Resources, and Ms. Ellen Miyasato, Executive Assistant for their generous and gracious hospitality and excellent planning and execution that contributed to the success of the Association's meeting held in Kona, Hawaii, March 22-24, 1999; and be it further

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

16.0 Other Business

16.1 WRDC Report

Dr. R. Youmans, in absentia, provided the WRDC Report, attached as Appendix H, p. 30.

17.0 Adjourn

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

**APPENDIX A
AGENDA
WESTERN ASSOCIATION OF AGRICULTURAL EXPERIMENT STATION DIRECTORS
Kailua-Kona, Hawaii
March 22-24, 1999**

Monday, March 22

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

Tuesday, March 23

Morning Session:

8:00	1.0	Call to Order	R. C. Heimsch
		Introductions & Announcements	
		Adoption of Agenda	
8:10	2.0	Welcome	C. Laughlin/M. Harrington
8:20	3.0	Approval of Minutes 9/22/98 Meeting	R. C. Heimsch
8:25	4.0	Chairs Report/Interim Actions/	R. C. Heimsch
		Executive Committee Report	
8:30	5.0	Treasurer's Report	S. Knapp
	6.0	Reports from Liaison Representatives	
8:35	6.1	CSREES Report	E. M. Wilson
9:05	6.2	ARS Report	A. Schipper
9:20	6.3	Extension Liaison	E. Miller
9:35	6.4	NAPFSC	G. Brown
9:50	6.5	AESOP	T. Nipp
10:05		BREAK	
	7.0	Regional/National Committee Reports	
10:30	7.1	ESCOP	R. Pardini
10:40	7.2	ESCOP Budget Committee	H. Vaux
10:50	7.3	ESCOP Advocacy & Marketing Committee	C. Kaltenbach
11:00	7.4	ESCOP Science & Technology Committee	R. Pardini
11:10	7.5	ESCOP Partnerships Committee	L. Sommers
11:20	7.6	ESCOP Planning Committee	R. C. Heimsch
11:30	7.7	RCIC	R. D. Heil
11:40	7.8	IPM-Regional Coordinator & Host Institution Selection	J. J. Jacobs

12:00 LUNCH

Afternoon Session

8.0 State Plans of Work
1:15 Presentation and Discussion H. P. Rasmussen

2:45 BREAK

3:10 9.0 Panel from University of Hawaii M. Harrington

5:00 ADJOURN FOR DAY

Wednesday, March 24

Morning Session

8:00 10.0 RIC Report P. Roberts

9:00 11.0 NRSP-004 B. Holm

9:30 12.0 Executive Director Report R. D. Heil

9:50 BREAK

10:20 13.0 State Reports

11:20 14.0 Future Meetings
14.1 Summer 99 Meetings R. C. Heimsch
14.2 Fall AES Dir. Meeting R. Pardini
14.3 Fall 99 NASULGC Meeting R. D. Heil
14.4 Spring 2000 WAAESD Meeting R. C. Heimsch

11:30 15.0 Resolutions L. J. Koong/L. A. Daugherty

11:35 16.0 Other Business
16.1 WRDC Report R. Youmans

12:00 17.0 Adjourn

APPENDIX B WDA AGENDA BRIEF

Meeting Date: March 22 – 24, 1999
Agenda Item: Item 6.3
Presenter: Elwood L. Miller
Agenda Item Title: Extension Liaison
Background Information:

Linkage of the Extension Program Leaders Committee (WRPLC) and the Regional Coordination and Implementation Committee (WRCIC)

At their February 1999 meeting, the Western Extension Directors took the following actions in regard to the relationship between WRPLC and WRCIC:

- WRPLC will provide multi-state project visioning and serve as a catalyst for the submission of projects for WRCIC review.
- The composition of WRPLC consists of one representative from each state and territory appointed by the respective extension director. The current chair of WRPLC is Peter Bloome from Oregon.
- The administrative liaison and one member of WRPLC will serve as extension's representatives to WRCIC. Currently, Bob Gilliland, Extension Director from Utah and Mary Gray, Associate Director from Colorado are filling these roles.

Two potential regional efforts are currently being discussed. They are 1) managing small acreages and 2) designing programs for impact.

USDA Funding

Extension directors expressed concern regarding the apparent increase in budget reductions being taken to fund USDA overhead expenses. Reductions for overhead are now assessed at 4% for all program areas. Are Experiment Stations budgets being assessed in an equal fashion?

It appears that any increases to USDA budgets are being targeted for distribution through competitive processes and not added to formula funding.

Needs and Priorities

States are utilizing a variety of approaches to identify priority needs and issues. Advisory boards, citizen focus groups, statewide and county surveys, and input from stakeholder organizations are all being used to meet plan of work requirements. Coordinated, joint efforts between experiment stations and extension may be beneficial.

Action Requested: None

APPENDIX C
WDA AGENDA BRIEF

Meeting Date: March 22-24, 1999
Agenda Item: 7.1
Presenter: Ronald S. Pardini
Agenda Item Title: ESCOP Report
Background Information: _____

The Experiment Station Committee on Organization and Policy (ESCOP) met in Washington D.C., on February 16 and 17, 1999. All appointments to the new ESCOP Committee's have been made and they have been posted on the ESCOP Webpage.

The 1999 contract for services from ESCOP approved the adoption of the 1st phase of a three phase marketing plan for SAES. The R. J. Schlitt Company made a proposal for marketing and ESCOP approved Phase I at \$69,000, which consists of the research phase. Both internal and external surveys will be conducted and partnerships will be explored. If Phase II is adopted, then the marketing concepts would be developed at a cost estimated at approximately \$100,000. Phase III is the development and execution stage and the cost has not been determined. It will reflect the extent of the execution phase. We will be contacting ECOP to see if they would like to participate.

Since AREERA 98 eliminates the current regional research program and replaces it with the "multi-state" program. Questions were raised regarding administration of the multi-state research program and other questions arose regarding the need for regions and regional associations. A committee was formed to review and make recommendations regarding the need for regions in the development of management of multi-state projects and regional administration. This is an opportunity to improve the management of multi-state projects. It was suggested that ECOP and ACOP would probably have similar needs. The committee is comprised of the 4 Executive Directors and 4 RIC Chairs plus CSREES.

The new ESCOP sub-committee structure is in place and hopefully it will increase efficiency and focus more strategically. The separate committees include:

- Budget, Legislative, Advocacy and Marketing
- Science and Technology
- Partnerships
- Planning

The committees are broad based and are still sorting out their tasks and membership.

We discussed the possibility of involving CARET in advocating agency budgets separate from USDA. Other agencies have research funding that Experiment Stations compete for.

Budget presentations from other agencies seem to be more advocacy focused, and includes users and clients with the expectation that they will lobby for those budgets.

Future meetings include:

- ESCOP Executive Committee Meeting, April 13-14, 1999, San Antonio, TX,
- Joint ESCOP, ECOP and ACOP Meeting, July 20-22, 1999, Lake Ozarks, MO
- The Directors Workshop and Regional Associations Meetings, September 28-30, 1999, Memphis, TN.

Action Requested: None
Action Taken:

WDA AGENDA BRIEF

Meeting Date: March 22-24, 1999
Agenda Item: 7.1a
Presenter: Ronald S. Pardini
Agenda Item Title: ESCOP Impact Assessment/USDA Land Grant
University Partnership
Background Information: _____

The 1999 Impact Writing Team met in Washington D.C., on February 24-26, 1999 to prepare the 1999 impact statements.

- This year the total submissions to the 1999 National Impact database was 3,337, almost twice as many as last year (1800 + submissions).
- The total 1999 Science and Education Topical Impact Sheets is 18.
- The total institutional mentions in the 1999 Topical Impact Sheet were 354.
- All states that submitted statements were mentioned at least once.
- All states submitted statements except 2.
- Topic sheets include:
 - Animal Health and Well Being
 - Ag and the Environment
 - Global Competitiveness
 - Science of Food Safety
 - Hazard Analysis and Critical Control Point System (HACCP)
 - Agricultural Risk Management
 - Crop Protection Risk Management
 - Use of Technology in Agriculture/Biotechnology
 - Value-added Product Development
 - Nutrition Research and Education
 - Waste Management
 - Low Resource Client Needs
 - Pest Management
 - Local Problem Solving with Land Grant University Expertise
 - Real World Learning
 - Consumer-driven Product Development
 - Water Quality
 - Parenting
- Estimated Release date is April 15, 1999.
- ECOP David Foster, Arkansas
ESCOP Ronald Pardini, Nevada
ACOP Marla McIntosh, Maryland
- We reviewed all entries into the database and plan an editing process.
- Five regional research impacts were attempted but need additional input work.

Action Requested: None

Action Taken

APPENDIX D
WDA AGENDA BRIEF

Meeting Date: March 22-24, 1999

Agenda Item: 7.4

Presenter: Ronald S. Pardini

Agenda Item Title: ESCOP Science and Technology Committee

Background Information: _____

The Science and Technology Committee held its first meeting by conference call on February 5, 1999. Participants included: G. Ham (KS) Chair, Tom Helms (Southern Region) Vice Chair, Paul Backman (PA), Bill Brown (LA), Richard Heimich (ID) , Ron Pardini (NV), Terry Nelson for Richard Dunkle (ARS), Ralph Otto (CSREES), Nancy Cox (MS) and FAIR 2000, and Randy Woodson (IN), Chair Elect.

We discussed the charge of the committee as presented on the web page. We felt that we are charged with the following target areas from the Strategic Plan:

Strategic Target 2 - Improve the effectiveness of Agricultural Research Management.

Strategic Target 8 – Organize the National Research Portfolio into a set of discrete programs.

The current membership is a work-in-progress and we will add representation by other groups as need arises. We propose Ralph Otto to be the SUNEI Representative.

It was further decided that this committee would prepare the Science Roadmap for the system as proposed by Dr. Kaltenbach at the SAES/ARD workshop in Kansas City last September. There will be a document prepared for discussion at the summer 1999 ESCOP meeting. We plan to meet in Washington D.C., May 12-13, 1999.

Action Requested: None

Action Taken:

APPENDIX E
RESEARCH IMPLEMENTATION COMMITTEE
REPORT
March 22, 1999

RIC met Monday, March 22, 1999 at the King Kamehameha Kona Beach Hotel in Kailua-Kona, HI.

Members present were:

P. Roberts, Chair (CA-R)
 J. J. Jacobs (WY)
 E. Miller (CES-NV)
 G. A. Mitchell (AK)
 A. Schipper (ARS-CA)
 L. E. Sommers (CO)
 H. G. Vest (UT)

Others attending were:

G. Brown (NAPFSC-OR)
 R. Green (CO)
 S. Helmick (OR)
 R. Wander (OR)
 C. Whitaker (AS)
 R. D. Heil (ED)
 H. Sykes (Office of ED)

1.0 THE FOLLOWING REGIONAL RESEARCH PROJECTS AND COORDINATING COMMITTEES ARE CURRENTLY SCHEDULED TO TERMINATE ON SEPTEMBER 30, 1999. THOSE MARKED WITH ! WERE CONSIDERED BY RIC (SEE RECOMMENDATIONS AND RELATED WDA ACTIONS BELOW).

- | | | |
|---|---------|--|
| ! | W-102 | Integrated Methods of Parasite Control for Improved Livestock Production |
| ! | W-128 | Micro-Irrigation: Management Practices to Sustain Water Quality and Agricultural Productivity |
| | W-166 | Evaluation and Improvement of Barley for Food and Feed |
| ! | W-170 | Chemistry and Bioavailability of Waste Constituents in Soils |
| | W-171 | Germ Cell and Embryo Development and Manipulation for the Improvement of Livestock |
| | W-180 | Identification, Behavioral Ecology, Genetics and Management of African Honeybees |
| ! | W-181 | Modifying Milk Fat Composition for Improved Manufacturing Qualities and Consumer Acceptability |
| ! | W-187 | Interactions Among Bark Beetles, Pathogens, and Conifers in North American Forests |
| ! | W-188 | Improved Characterization and Quantification of Flow and Transport Processes in Soils |
| | W-189 | Natural Products Chemistry as a Resource for Biorational Methods of Insect Control |
| | W-190 | Water Conservation, Competition and Quality in Western Irrigated Agriculture |
| ! | W-xx | Innovative Textile Production, Merchandising Needs, and Consumer Responses: Rural-Urban Interface |
| ! | WCC-011 | Turfgrass Research |
| | WCC-021 | Revegetation and Stabilization of Deteriorated and Altered Lands |
| ! | WCC-023 | Textile and Apparel Research Coordination |
| | WCC-037 | Maximizing the Effectiveness of Bees as Pollinators of Agricultural Crops |
| ! | WCC-058 | Production, Transition Handling, and Reestablishment of Perennial Nursery Stock |
| ! | WCC-069 | Coordination of Integrated Pest Management Research and Extension Programs for the Western United States |
| ! | WCC-072 | Agribusiness Research Emphasizing Competitiveness |
| | WCC-077 | Biology and Control of Winter Annual Grass Weeds in Winter Wheat |

- ! WCC-091 Improving Stress Resistance of Forages in the Western United States
- ! WCC-092 Beef Cattle Energetics
- ! WCC-093 Western Region Soil Survey and Inventory
- WCC-094 Research and Administrative Coordination in Animal Science
- ! WCC-095 Vertebrate Pests of Agriculture, Forestry, and Public Lands
- WCC-x Use of Agricultural By-Products in Feeding Livestock: Coordination of Research and Education Programs
- ! WCC-xx Integrated Management of Postharvest Diseases of Fresh Fruits and Vegetables

2.0 REQUESTS FOR PROJECT EXTENSIONS

2.1 W-191 Factors Influencing the Intake of Calcium Rich Foods Among Adolescents

A request for a one-year extension (to 9/30/2001) of W-191 was received from Administrative Advisor B. O. Schneeman (CA-D).

RIC recommends approval of a one-year extension of W-191, to 9/30/2002. RIC comments that only one extension will be given to the project.

(Action of WDA: EXTENSION APPROVED)

3.0 REQUESTS FOR PROJECT REVISIONS

3.1 W-102 Integrated Methods of Parasite Control for Improved Livestock Production

A project outline with the above title was received from Administrative Advisor R. G. Sasser (ID).

RIC recommends conditional approval of the revision of W-102 “Integrated Methods of Parasite Control for Improved Livestock Production” for five years, from October 1, 1999 to September 30, 2004. The “Resources Summary” page of the outline is to be modified to show the research/extension/teaching appointment percentages.

(Action of WDA: REVISION CONDITIONALLY APPROVED)

3.2 W-128 Micro-Irrigation: Management Practices to Sustain Water Quality and Agricultural Productivity

A project outline with the above title was received from Administrative Advisor M. J. Burke (OR).

RIC recommends approval of the revision of W-128 “Micro-Irrigation: Management Practices to Sustain Water Quality and Agricultural Productivity” for five years, from October 1, 1999 to September 30, 2004.

(Action of WDA: REVISION APPROVED)

3.3 W-170 Chemistry and Bioavailability of Waste Constituents in Soils

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

RIC recommends approval of the revision of W-170 “Chemistry and Bioavailability of Waste Constituents in Soils” for five years, from October 1, 1999 to September 30, 2004.

(Action of WDA: REVISION APPROVED)

3.4 W-181 Modifying Milk Fat Composition for Improved Manufacturing Qualities and Consumer Acceptability

A project outline with the above title was received from Administrative Advisor R. S. Pardini (NV).

RIC recommends deferral of the revision of W-181 “Modifying Milk Fat Composition for Improved Manufacturing Qualities and Consumer Acceptability.” Items that the committee should address are: (1) the objectives and procedures are essentially those of the current project; (2) no CRIS review was evident nor recognition of the efforts of NC-185 and NE-138; (3) the “Resources Summary” attachment does not show the research/extension/teaching appointment percentages; (4) ARS should be invited to participate; and (5) the “Project Leader” attachment should identify the principal leaders of all of the listed states/institutions.

(Action of WDA: DEFERRAL APPROVED)

3.5 W-187 Interactions Among Bark Beetles, Pathogens, and Conifers in North American Forests

A project outline with the above title was received from Administrative Advisors G. L. Cunningham and L. A. Daugherty (NM).

RIC recommends approval of the revision of W-187 “Interactions Among Bark Beetles, Pathogens, and Conifers in North American Forests” for five years, from October 1, 1999 to September 30, 2004.

(Action of WDA: REVISION APPROVED)

3.6 W-188 Improved Characterization and Quantification of Flow and Transport Processes in Soils

A project outline with the above title was received from Administrative Advisor G. A. Mitchell (AK).

RIC recommends conditional approval of W-188 “Improved Characterization and Quantification of Flow and Transport Processes in Soils” for five years, from October 1,

1999 to September 30, 2004. The “Resources Summary” page of the outline is to be modified to show the research/extension/teaching appointment percentages.

(Action of WDA: REVISION CONDITIONALLY APPROVED)

4.0 REQUESTS FOR ESTABLISHMENT OF NEW PROJECTS

4.1 W- Enhancing Community Economic Development Through Successful Merchandising, Production, and Distribution of Innovative Textiles and Sewn Products

A project outline with the above title was received from Administrative Advisor S. H. Helmick (OR) on behalf of the ad hoc W- “Innovative Textile Production, Merchandising Needs, and Consumer Responses: Rural-Urban Interface.”

RIC recommends deferral of approval of W- “Enhancing Community Economic Development Through Successful Merchandising, Production, and Distribution of Innovative Textiles and Sewn Products.” RIC recommends that the outline be modified to: (1) demonstrate the linkage between the proposed objectives and the impact on economic development; (2) clarify whether the project focus would be on textile products or rural manufacturers of textiles and to rewrite the objectives accordingly; (3) provide evidence of a CRIS search; (4) clarify if objective 3 and the focus groups result in the ability to assess impacts such as profitability or employment; and (5) the title should be shortened to conform to the 100 characters required by CRIS.

(Action of WDA: DEFERRAL APPROVED)

5.0 REQUESTS FOR ESTABLISHMENT OF AD HOC TECHNICAL COMMITTEES

None

6.0 REQUESTS FOR WCC RENEWALS OR EXTENSIONS

6.1 WCC-011 Turfgrass Research

A request for a two-year extension of WCC-011 was received from Administrative Advisor S. J. Wallner (CO).

RIC recommends denial of the request for extension of WCC-011 “Turfgrass Research.” RIC recommends that the committee submit a renewal petition for the July meeting of RCIC.

(Action of WDA: EXTENSION DENIED)

6.2 WCC-023 Textile and Apparel Research Coordination

A request for a two-year extension of WCC-023 was received from Administrative Advisor D. S. Reid (CA-D).

RIC recommends denial of the request for extension of WCC-023 “Textile and Apparel Research Coordination.” RIC recommends that the committee submit a renewal petition for the July meeting of RCIC.

(Action of WDA: EXTENSION DENIED)

- 6.3 WCC-058 Production, Transition Handling, and Reestablishment of Perennial Nursery Stock

A petition for renewal of WCC-058 was received from Administrative Advisor M. J. Burke (OR).

RIC recommends conditional approval of WCC-058 “Production, Transition Handling, and Reestablishment of Perennial Nursery Stock” for five years, from October 1, 1999 to September 30, 2004. The committee is to provide the specialities of the participants and also identify the mechanism for interaction between meetings.

(Action of WDA: RENEWAL CONDITIONALLY APPROVED)

- 6.4 WCC-069 Coordination of Integrated Pest Management Research and Extension Programs for the Western United States

A petition for renewal of WCC-069 was received from Administrative Advisor C. W. Laughlin (HI).

RIC recommends deferral of renewal of WCC-069 “Coordination of Integrated Pest Management Research and Extension Programs for the Western United States.” RIC recommended that: the objectives be restated to clarify the role the committee serves in the Western regional IPM competitive grants program and its role in facilitating the exchange of information; the educational plan be revised; the organizational structure be clarified - RIC questions why both a technical advisory committee and an executive committee are needed; an accomplishments section be provided.

(Action of WDA: DEFERRAL APPROVED. THE WDA FURTHER APPROVED A MOTION THAT THE RESUBMISSION OF THE REQUEST TO RENEW BE PREPARED IN CONSULTATION WITH THE DIRECTOR OF THE WESTERN IPM PROGRAM AND CLEARLY STATE THE RELATIONSHIP BETWEEN WESTERN IPM AND WCC-069. The WDA is concerned that there may be a conflict of interest in the establishment of needs and priorities between Western IPM and WCC-069.)

- 6.5 WCC-072 Agribusiness Research Emphasizing Competitiveness

A petition for renewal of WCC-072 was received from Administrative Advisor J. J. Jacobs (WY).

RIC recommends conditional approval of WCC-072 “Agribusiness Research Emphasizing Competitiveness” for five years, from October 1, 1999 to September 30, 2004. The petition

is to include the specialties of listed members, the committee is to seek additional participants from agencies and industry. The accomplishments listed should only be those that are a direct result of coordinating committee activities and collaborations.

(Action of WDA: RENEWAL CONDITIONALLY APPROVED)

6.6 WCC-091 Improving Stress Resistance of Forages in the Western United States

A petition for renewal of WCC-091 was received from Administrative Advisor G. A. Mitchell (AK).

RIC recommends deferral of renewal of WCC-091 “Improving Stress Resistance of Forages in the Western United States.” RIC suggests that the educational plan be updated. Information contained in the Appendix H forms is to be summarized on the “Participants” list showing research/extension/teaching appointment percentages.

(Action of WDA: DEFERRAL APPROVED)

6.7 WCC-092 Beef Cattle Energetics

A petition for renewal of WCC-092 was received from Administrative Advisor J. R. Carlson (WA).

RIC recommends approval of the renewal of WCC-092 “Beef Cattle Energetics” for five years, from October 1, 1999 to September 30, 2004.

(Action of WDA: RENEWAL APPROVED)

6.8 WCC-093 Western Region Soil Survey and Inventory

A petition for renewal of WCC-093 was received from Administrative Advisor L. A. Daugherty (NM).

RIC recommends conditional approval of the renewal of WCC-093 “Western Region Soil Survey and Inventory” for five years, from October 1, 1999 to September 30, 2004. The “Participants” list is to be revised to show the research/extension/teaching appointments.

(Action of WDA: RENEWAL CONDITIONALLY APPROVED)

6.9 WCC-095 Vertebrate Pests of Agriculture, Forestry, and Public Lands

A petition for renewal of WCC-095 was received from Administrative Advisor H. G. Vest (UT).

RIC recommends approval of the renewal of WCC-095 “Vertebrate Pests of Agriculture, Forestry, and Public Lands” for five years, from October 1, 1999 to September 30, 2004.

(Action of WDA: RENEWAL APPROVED)

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

7.1 WCC- Integrated Management of Postharvest Diseases of Fresh Fruits and Vegetables

A request for establishment of a WCC with the above title was received from Administrative Advisor A. Bennett (CA-D) on behalf of the ad hoc WCC of the same title.

RIC recommends deferral of establishment of WCC- "Integrated Management of Postharvest Diseases of Fresh Fruits and Vegetables." The committee did not address the items suggested by RIC at the time the ac hoc WCC was established. RIC suggests that, with the national emphasis on multi-disciplinary activity, the committee might have an expanded membership by not always scheduling meetings at the same time of the American Phytopathological Society meeting.

(Action of WDA: DEFERRAL APPROVED)

7.2 WCC- Improving Ruminant Use of Forages in Sustainable Production Systems for the Western U.S.

A request for establishment of a WCC with the above title was received from H. P. Rasmussen (UT) and L. J. Koong (OR).

RIC recommends conditional approval of WCC- "Improving Ruminant Use of Forages in Sustainable Production Systems for the Western U.S." for five years, from October 1, 1999 to September 30, 2004. The list of participants is to be edited to reflect the specialities of the participants.

(Action of WDA: ESTABLISHMENT CONDITIONALLY APPROVED. THE WDA ALSO APPROVED A MOTION THAT THE STARTING DATE FOR THE WCC BE 4/1/99)

7.3 WCC- Growing Threat of Wildfire to Human Lives, Property, and Local Economies Throughout the Western Region

A request for establishment of an ad hoc WCC with the above title was received from R. S. Pardini (NV) and L. J. Koong (OR).

RIC recommends establishment of the ad hoc WCC- "Growing Threat of Wildfire to Human Lives, Property, and Local Economies Throughout the Western Region" for one year, from October 1, 1999 to September 30, 2000.

(Action of WDA: AD HOC WCC APPROVED)

8.0 FOLLOW-UP OF AD HOC TECHNICAL AND COORDINATING COMMITTEES

- 8.1 W-xx Innovative Textile Production, Merchandising Needs, and Consumer Responses: Rural-Urban Interface

See Item 4.1 above.

- 8.2 WCC-x Use of Agricultural By-Products in Feeding Livestock: Coordination of Research and Education Programs

No activities have been reported.

- 8.3 WCC-xx Integrated Management of Postharvest Diseases of Fresh Fruits and Vegetables

See Item 7.1 above.

9.0 ADMINISTRATIVE ADVISOR ASSIGNMENTS

The following administrative advisor assignments are made, pending acceptance by the designated individuals.. All assignments are effective immediately, unless otherwise specified.

- 9.1 NRSP-007 “A National Agricultural Program to Approve Animal Drugs for Minor Species and Uses” – D. Robertson (ID) to replace R. G. Sasser (ID).
- 9.2 NRSP-008 “National Animal Genome Research Program” – C. C. Kaltenbach (AZ) to replace G. Moberg (CA-D).
- 9.3 W-102 “Integrated Methods of Parasite Control for Improved Livestock Production” – D. Robertson (ID) to replace R. G. Sasser (ID).
- 9.4 W-147 “Managing Plant Microbe Interactions in Soil to Promote Sustainable Agriculture” – P. Roberts (CA-R) to replace T. J. McCoy (MT).
- 9.5 WCC-001 “Beef Cattle Breeding Research in Western Region” D. Robertson (ID) to replace R. G. Sasser (ID).
- 9.6 WCC-039 “Coordination of Sheep and Goat Research and Education Programs for the Western States” – D. Robertson (ID) to replace E. O. Price (CA-D).
- 9.7 WCC-059 “Poultry Production, Processing and Water Quality” – M. Healy (UT) and H. G. Vest (UT) to replace C. C. Kaltenbach (AZ), effective 10/1/99.
- 9.8 WCC-102 “Climate Data and Analyses for Applications in Agriculture and Natural Resources” – L. E. Sommers (CO) to replace P. J. Wierenga (AZ).

- 9.9 WCC- “Improving Ruminant Use of Forages in Sustainable Product Systems for the Western U.S.” – L. J. Koong (OR).
- 9.10 WCC- “Growing Threat of Wildfire to Human Lives, Property, and Local Economies Throughout the Western Region” – R. S. Pardini (NV) and L. J. Koong (OR) to serve as Co-Administrative Advisors.

10.0 OTHER BUSINESS

RIC discussed the RCIC meeting format for July meeting in Sun Valley, ID.

APPENDIX F
WAAESD AGENDA BRIEF

Date: March 22-24, 1999
Agenda Item: 12.0
Presenter: R. D. Heil
Agenda Item Title: Executive Director Report

Report covers activities for the period September 4, 1998 to March 1999

ACTIVITIES:

IPM Coordinator and Host Institution

Assisted the IPM Administrative Committee in the development of the RFP for selecting a new Western Region IPM Coordinator and Host Institution, and in coordinating the RFP announcement and the review process for RFP's received.

Regional Research Analysis

Conducted an analysis (which was distributed to all Directors nationwide) to determine the regional and multi-regional participation in regional research projects. In summary, approximately 60 percent of regional projects have participation of states from three or more regions. Approximately 25 percent are region specific in terms of participation, and only about 15 percent involve states from just two regions. I used this information in a letter to the President in support of base funding for FY 2000 pointing out that base funds were the main driving force in forming multi-state collaborative research efforts which is a priority in the new agricultural science and education legislation. It makes a good story. It serves as a good starting base of information as the system moves toward implementing the requirements of the new legislation.

FY99 Base Funding Increase Survey

The following summarizes your response as to how the western AES's proposed utilizing the FY99 base funding increase.

Food Safety and Nutrition:

-Six states proposed using 20, 20, 20, 30, 30 and 40 percent respectively of the increase in this area.

Agricultural Competitiveness:

-Eleven states proposed using 60, 47, 80, 35, 100, 57, 40, 70, 33, 62, and 40 percent of the increase in this broad category. Areas of focus include: value-added; IPM-biocontrol; plant biotechnology; precision farming; animal diseases; enhanced economic opportunities; and cropping systems.

Natural Resources and Environment:

-Seven states proposed using 53, 60, 43, 40, 66, 38, and 60 percent respectively in this area. Areas of focus include: water quality, animal waste, and rangeland.

Several states proposed using as portion of the funds to upgrade facilities or equipment.

Several states proposed using the funds to develop multi-disciplinary integrated groups in one or two areas.

RCIC

Have spent several weeks time in helping to identify RCIC members from the respective groups; assembling a notebook containing information to assist the committee in its implementation; attended a meeting in Las Vegas Feb 1-2, 1999 at the request of the Extension Directors to meet with the Western Region Extension PLC committee; and continue to assist the Co-chairs of the committee in preparing for the committee's initial meeting in July, 1999. Also have prepared a paper for the committee relative to an approach the committee might consider as the format to be used for WCC proposals. (See attached). We are moving forward with the committee taking responsibility as the body that will review and recommend actions on all existing WCC's and for the review and recommendations regarding petitions for WCC's that will be received in our office by May 15 for consideration by the committee at the summer meeting in July. We are currently working on a time line and guidelines to put out to the system for implementing this transition from RIC to RCIC. I would also like some reaction to the attachment which proposes the idea of developing proposals for WCC's and could be a format also for research projects, using the concept of "Outcome Funding" as a basis for developing proposals.

VISION AG PAPER

Attached to this report as Appendix O is a white paper entitled "A Basis of a Vision for U.S. Agriculture" which I have shared with Dave Hansen at Ohio State University, who in turn has shared with the ICOP folks for their reaction. I would appreciate any comments any of you might have regarding this paper. The impetus for the paper came from the article by Borlaug cited in the paper and from the presentation given to us by Mark Drabenstott at the AES Directors meeting last fall in Kansas City. Dave Hansen has been very responsive to the paper and sees merit in the idea. How to implement is the great challenge. Your thoughts would be greatly appreciated.

SARE

Continue to serve you on the SARE Western Region Administrative Council. The regional SARE program is planning a large conference in the spring of 1999 with a focus on getting as many stakeholders as possible to attend. It will probably be held somewhere in the northwest-likely in Seattle or Portland. The Farmer-Rancher grant program has become very popular. This program has been one way to get folks in the territories involved. Collaboration between the IPM and SARE program has been good in terms of coordination relative to projects which are funded by each of the programs. We will need to ensure that this coordination continues when a new Coordinator is selected to replace Gary McIntyre.

ESCOP

Continue to participate as a member of the ESCOP Chair's Advisory Committee, the ESCOP Executive Committee, and as a Co-ED with Dick Lower from the NC region on the newly formed ESCOP Budget, Legislative, Advocacy and Marketing Committee. As a footnote here, it is worth mentioning that most of the action items we proposed at our meeting a year ago as part of the discussion of the ESCOP Strategic Plan have now become assignments to the newly formed ESCOP Core Committees. We have heard at this meeting the status of most of those committees.

ESCOP IMPACT ASSESSMENT

Have continued to work with the ESCOP Subcommittee and with Wendy Douglas, Agricultural Communications person at Colorado State University, who is Chair of the Western Region Ag Communicators Group, in the development of protocols for input of regional impact statements into the national impact assessment data base. Currently the ESCOP committee is conducting a pilot test in which they are asking for each region to develop an impact statement for a regional activity, and will use these at its meeting in February to develop a format or protocol for obtaining and entering regional activities into the national data base. W-112 for which Colin Kaltenbach is AA has been selected to fulfill our regions participation in this effort. I assisted the Ag Communicators in identifying 10 regional projects or coordinating committees in the region for participation in the effort once the pilot test is completed. So lest you all give a huge sigh of relief that Colin has been selected for the initial part of this effort rather than you, be aware that you could be receiving a call to help at a later date. The projects identified so far for which to develop impact statements are: W-006, W12, W-122, W133, W190, W185, W192, WCC-72, WCC-84, and WCC-66. These were selected on the basis that they represent the broad spectrum of activities we have; have been in existence for sufficient time for providing accomplishments; involve a large number of states; in most cases involve extension; and many involve states from other regions; and most are multi-disciplinary. Communications regarding the status of this effort have at times been somewhat skimpy, but ask for your patience and help as the system attempts to move this effort forward.

ESCOP/ECOP STRATEGIC PLANNING COMMITTEE

Have served on this committee for several years. My involvement in the future is somewhat uncertain because I do not serve on the newly formed ESCOP Planning Committee. But have been asked to stay involved with the joint ESCOP/ECOP Committee until the committee finishes the goal we set several years ago which was to develop a "future" or "visioning" document for the system. The target date for completing this effort is before the end of this year. Jim Christenson, ES Director at Arizona, Dave Mackenzie, ED from the NE region and George Cooper, CSREES, have served as Co-chairs of this group. The committee has listened to presentations from several futurists, and is now seeking input from the system via the request you received earlier this year from Dave MacKenzie to provide "scenarios" of your vision of the future of our programs. The amount of input we have obtained from our stakeholders has been minimal, a factor which bothers me. But the committee is considering ways to do this.

REGIONAL PARTNERSHIP COMMITTEE

The Regional Partnership Committee formed two years ago to serve as the link between the Regional Associations and the Regional Research Office at CSREES initially focused on two things. First, was the revision of the Regional Research Manual and making it available electronically, and secondly, to develop what we were calling a "paperless management" system for managing all of the reports, etc., associated with our regional research activities. And several of you have participated in a pilot testing of that system. The CRIS folks at CSREES have been very helpful to us in building the system. But as of now, both of these efforts are somewhat in "limbo" because of the new legislation. Until we muddle through how the system is going to respond to the new legislation with respect to multi-state, multi-institutional, multi-functional, and multi-disciplinary requirements, we will not know what kind of guidelines, reporting, etc., will be needed as part of assisting states with their POW's. I think we have built the framework in the form of RCIC to help address the multi-state portion of the requirements. Keeping things simple and flexible appears to be, and needs to be the name of the game. Currently the membership of the Regional Coordinating Committee includes the five Executive Directors, George Cooper of CSREES, and Myron Johnsrud from ECOP. Guidance from the Directors as to what the role of this committee might be with respect to the challenges and opportunities afforded by the new legislation would be appreciated.

TRAVEL FOR THE PERIOD

October 5-6	SARE Administrative Council	Las Vegas, NV
October 15-16	ESCOP Impact Assessment Committee and Ag Communicators	Chicago, IL
October 26	ECOP Executive Committee	Denver, CO
November 15-16	NASULGC Annual Meeting	Atlanta, GA
December 16-17	Regional Research Coordinating Committee	Washington, DC
January 6-9	W-82 Annual Meeting	Davis, CA
January 25	POW Meeting	Dallas, TX
February 1-2	Western Region Extension PLC Meeting	Las, Vegas, NV
February 15-18	ESCOP	Washington, DC
March 10-11	ESCOP/ECOP Strategic Planning Committee	Las Vegas, NV
March 21-24	WAAESD Spring Meeting	Kona, HI

APPENDIX G
WDA AGENDA BRIEF

Meeting Date: March 22-24, 1999

Agenda Item: 13.0

Presenter: Ronald S. Pardini

Agenda Item Title: Nevada State Report

Background Information: _____

Administration:

David Thawley has assumed the role of Dean of the College of Agriculture and the Director of the Nevada Agricultural Experiment Station. Karen Hinton has been appointed as Director of Nevada Cooperative Extension.

Budget Update:

Because State revenues did not meet projections, the Governor has eliminated "across the board salary raises" but has kept 2.5% for our merit pool.

Main Station Field Laboratories (MSFL):

Our Main Station Field Lab (MSFL) has been targeted as a flood retention site by the Cities of Reno and Sparks, Washoe County and the Corps of Engineers. We are currently developing a Master Plan for future use of this property.

New Initiative on Arid Rangelands:

The Nevada Agricultural Experiment Station has a new initiative on Arid Rangelands/Public Lands. We are striving for a multi-disciplinary, multi-agency team of faculty, scientists and educators to provide the research base for decisions regarding multiple uses of public lands.

Joint Experiment Station/Extension Projects:

The four joint NAES/NCE projects: ⁽¹⁾ Community Based Non-toxic Bark Beetle Management, ⁽²⁾ Effects of Prescribed Burning on Nutrient Cycling, Biodiversity, and Public Perception as a BMP for Range and Forested Watersheds at the Urban Wildland Interface, ⁽³⁾ The Family Storyteller, ⁽⁴⁾ Wildlife Threat Reduction Along the Sierra Front, have gone through a 2 year review and we are encouraged by the productivity and experimental response. These projects are progressing quite well. The future of these joint projects will depend on the continued support of Nevada Cooperative Extension and the Nevada Agricultural Experiment Station.

Action Requested: None

Action Taken:

APPENDIX H

WAAESD AGENDA BRIEF

Date: March 22-24, 1999
Agenda Item: 16.1
Presenter: R. Youmans
Agenda Item Title: WRDC Report

WRDC 1998 ANNUAL REPORT

Business retention & expansion

Persistent poverty is an issue in too many small towns and rural communities. One very effective way of fighting poverty and growing jobs for local workers is to nurture existing employers, helping them to solve problems, encouraging their expansion. Sometimes it's as simple as arranging for more frequent garbage pickup, or locating extra parking space.

Using a Business R&E program developed with the support of WRDC, New Mexico State University Extension has assisted seven communities expand their economic base by saving and creating local jobs. Seven jobs were saved in Silver City when task force members facilitated a propane company's move to a new location. The Clovis task force intervened with city officials to save a \$1 million business complex. The R&E staff in Torrance County created 75 jobs by helping a commercial greenhouse find suitable land. BC Hydro in Burnaby, British Columbia recently requested and received permission to adapt the New Mexico State University Business R&E program materials for use in rural Canada.

Extension project

Contacts: Dave Sharpe, Montana State University (406) 994-2962 acxds@trex.oscs.montana.edu
or Robert Coppedge, New Mexico State University (505) 646- 4122.

Community Policy Analysis Network

It is often difficult for officials and other residents of small rural communities to obtain enough pertinent, current information to effectively analyze and address local issues.

Rural Policy Research Institute (RUPRI) and the four Regional Rural Development Centers have collaborated in developing a Community Policy Analysis Network (CPAN) that is national in scope and brings together several tools that are directly useful for planning and decision making in local communities. More than twenty states are involved in the program.

The initial work of CPAN has been the development of the Community Policy Analysis System (COMPAS), an electronic modeling capability that can be constructed at the county level. The cost for constructing COMPAS is very reasonable. Maintenance is provided by existing data sources and computer capabilities. Nevada leads the West with emerging capability for analysis of local issues throughout major parts of the five states that make up the Great Basin. COMPAS may prove useful there for analysis of issues concerning use of public lands.

Research

Contact: Dave Holland, Washington State University (509) 335-2570 holland@wsu.edu

Comparing the impacts of growth communities on bedroom communities across state lines.

Workers who commute can make important economic, fiscal, and social differences in both the county of their residence and the one where they work. When people cross state as well as county lines to get to work, these impacts can be multiplied.

Commuters and Communities Across State Lines

The Western Rural Development Center recently funded a pilot project to evaluate the effect of workers commuting across state lines. Results from the study of neighboring Teton Counties in Wyoming and Idaho describe the flow of labor between the two counties, the relative cost of housing, and the economic impact of commuting. Analysis of the data indicates that in 1995 more than 20 percent of total personal income for Teton County, Idaho was earned by individuals who commute outside the county and 75 percent of commuters work in neighboring Teton County, Wyoming. A similar study of the bordering communities of Laughlin, Nevada and Bullhead City, Arizona is in progress.

Research

Contacts: David Taylor, University of Wyoming (307) 776-5682 ttaylor@uwyo.edu, George 'Buddy' Borden, University of Nevada-Reno, 702-222-3130.

Working Together in Conflict Situations

Effectiveness of local, consensus-based efforts in influencing rural land use policy: An assessment of watershed planning collaborations in Idaho, Oregon, and Washington.

Water is like air, without it we're nowhere. In the West, water is often a feast or famine issue. Arizona and Los Angeles need it. Western Oregon and Washington tread water during flood season while their eastern neighbors sit high and dry. Local watersheds are often vulnerable, especially to the rapid growth in many rural communities.

The Western Rural Development Center is helping to fund a documentary study of some efforts to influence policy and protect watersheds. To produce the videotape that is the object of this project, the Washington State University film crew has taped footage from watershed sites in Idaho and Washington that document the effectiveness of techniques employed within watersheds by grassroots organizations. Once additional funds are secured, sites in Oregon will be filmed, and a videotape will be produced and distributed.

Extension

Contact: Emmet Fiske, Washington State University (509) 335-4519 fiske@wsu.edu

Home-based Business

Thanks to advances in telecommunications, the vast western landscape is becoming more accessible. Entrepreneurs can reach their markets through the Internet, they can obtain training and gain expertise by participating in Extension programs for home-based, rural enterprise.

Ten years ago WRDC sponsored a week-long training for Extension personnel called Getting Down to Business. That training has spawned countless progeny, including a home-based business program in southeastern Idaho that has reached more than 1,500 adults over the past 8 years.

In collaboration with Eastern Idaho Technical College, for the past five years the University of Idaho Cooperative Extension in Idaho Falls has organized an Entrepreneurship conference for high school students. Last year a teacher track was added to excellent reviews.

This spring marks the second venture for the partners into distance learning with a two-part workshop that will be downlinked to at least seven sites in the region. Last year's maiden voyage attracted 45 participants to four, three-hour sessions on Saturday mornings. These are the first non-credit courses in the state to be offered to adults via teleconference.

Extension

Contact: Neil Meyer, University of Idaho, (208) 334-6118 nmeyer@uidaho.edu

Industrial Targeting

In towns with healthy and growing economic communities, businesses and local governments are beginning to identify interrelated clusters of enterprises. These businesses may be suppliers, purchasers, or service providers for each other and other concerns in the area.

By identifying the needs of existing and potential employers in a community, local groups can concentrate on finding firms that will meet these needs. In the West, Nevada, New Mexico, and Utah have joined Oklahoma to build a research and extension program that assists groups to target opportunities for their community. This is a natural companion program for the Business Retention and Expansion effort in Extension.

Extension

Contact: Tom Harris, University of Nevada-Reno (702) 784-1681 harris@unr.edu

Internet Masters in the Rural West

Although electronic telecommunications has the reputation for destroying distance, there are still places in the West that are inaccessible, even on the Internet, either because the infrastructure is missing or because people lack training. The grand scale of the landscape makes infrastructure development expensive, and the low population density makes teaching people to use the technology difficult.

The Western Rural Development Center Advisory Committee and the western State Rural Development Councils have begun an effort to increase awareness of the ways technology can improve rural life based on the notion that increased awareness will lead to greater demand for electronic services, which in turn can help providers justify infrastructure investments.

With a grant from Funds for Rural America, WRDC in collaboration with the nine western State Rural Development Councils sponsored two weeks of training for Internet Masters from each of the states. Conducted by faculty from the University of Missouri Extension and based on their curriculum, the training consisted of 30 hours intense instruction in e-mail, worldwide web, browsers, FTP, file compression, and other techniques for enhancing use of the Internet. Everyone who received training will contribute not less than 30 hours of volunteer time in their home community and region.

Over the 16 month period of the grant, each of the states will attempt to establish sustainable financial support either through a sponsoring institution or some type of partnership.

Extension

Contact: Tom Gallagher, Oregon State University (541)737-3621 tom.gallagher@orst.edu

Property Rights: Looking at various aspects and effects.

Some of the most ardent and vociferous debates about property rights involve land, and nowhere are these debates more heated and acrimonious than in the rural West.

A set of materials is in production that agents at all levels will be able to use in educational programs to bring focus to local property issues. The topics to be discussed include: Property Rights and Land Use Planning; Common Property and Natural Resource Management; Property Rights: A Historical Perspective; A Cultural Perspective; A Philosophical Perspective; Economics of Property Rights. The papers will be published by the WRDC.

Extension

Contact: Neil Meyer, University of Idaho, (208) 334-6118 nmeyer@uidaho.edu

Public Lands

More than fifty percent of rural acreage in the West is publicly owned. This land traditionally has been used for various resource-based industries to mining, logging, or grazing. In recent decades, the policies governing use of public lands have been fiercely debated, not always in a civil manner.

Over the past year the WRDC has supported regional faculty in the preparation and submission of a public lands research proposal to the National Research Institute and two related proposals to Funds for Rural America. The Western Regional Evaluation of Social and Economic Impacts of Public Land Policy was funded and will be administered through New Mexico State University. The proposal for an establishment grant from Funds for Rural America for a Policy Center for Western Public Lands was also funded through the University of Nevada, Reno.

Research

Contact: Tom Harris, University of Nevada-Reno, (702) 784-1681 harris@unr.edu

Rapid Growth Communities

Rural communities throughout the West are grappling with growth and its attendant issues of housing shortages, scarce public services, even gridlock.

Managing Community Growth is a 20 minute video that explores management techniques used by several Rocky Mountain communities that are being inundated by rapid growth. Supplemented by three, recently published case studies and a concept paper, these materials can serve as the starting point for discussion in other communities across the country that are coping with similar conditions of rapid growth.

The video was produced with WRDC support by David Sharpe, Montana State University Extension Service. Communities Responding to Rapid Change is a series of four-page pamphlets prepared by Tom Gallagher, WRDC program coordinator, that features case studies of Summit County, Colorado; Teton County, Idaho; and Flathead County, Montana. The series was published by WRDC.

Extension

Contact: Dave Sharpe, Montana State University, (406) 994-2962 acxds@trex.oscs.montana.edu

Rural Tourism

Entertaining guests from abroad doesn't have to be expensive. Sometimes it can be a source of revenue for a town at the edge of beautiful scenery, or perched below a famous ski slope. The question is, how does a community judge whether tourism would be a lucrative or ludicrous venture in terms of prevailing local conditions .

While tourism is probably inevitable and to a degree even desirable, the assessment program that Extension faculty in the West have developed drives home the need for management to minimize negative impacts. White Pine County, Nevada produced a special four-color visitors' map to promote local tourism following an assessment that the chamber of commerce conducted using the WRDC program. Implementing the WRDC tourism assessment program, community leaders in the Globe-Miami region of southeastern Arizona developed a concept that focused on old west history to attract visitors. Surveys indicate that revenue from the bed tax has increased 53 percent; restaurant income went up 15 percent; the Center for the Arts saw a 23 percent rise in sales; and the archeological park entertained 102 percent more visitors. Six communities in Montana are involved in tourism development based on the results of the assessment project, including Choteau, which served as one of the pilot communities in 1992.

The tourism assessment project arose from and has been nurtured for the last five or six years by the Western Extension CRD Committee supported by the Farm Foundation.

The 1996 revised edition of the Community Tourism Assessment Handbook has been formatted for the Worldwide Web and is currently being translated for the WRDC web page [<http://www.orst.edu/Dept.wrdc>]. A printed copy of the manual is also available from the WRDC and has generated a great deal of interest in and use of the program.

Extension

Contact: David Sharpe, Montana State University, (406) 994-2962 acxds@trex.oscs.montana.edu

Trade Area Analysis

Previous studies of trade area activity, trade area capture, and pull factors, have been conducted with the underlying assumption that retail sectors are independent. Results of this study, however, indicate that interdependencies exist between retail businesses and that pull factor values for various retail sectors are sensitive to the presence or absence of other types of retail firms. The primary objective of this study in the Great Basin region of Nevada and Utah was to develop procedures that incorporate retail business interdependencies into trade area analysis. Extension and outreach programs need to include the interdependencies of various retail components in estimating retail sector pull factors. This research project is reported in a paper in *Growth and Change*, Volume 27 and in *The Review of Regional Studies*, Volume 27, number 3.

Research

Contact: Tom Harris, University of Nevada-Reno (702) 784-1681 harris@unr.edu

Brief History of the Regional Rural Development Centers:

President Richard M. Nixon on November 6, 1969 established a Rural Affairs Council at the Cabinet level. As a response to this elevation of concern about addressing rural issues, the Cooperative States Research Service/ U.S. Department of Agriculture on April 3, 1970 issued CSRS-OD-1266 "Guidelines for Research in Rural Development and Criteria to be considered in the selection of Centers of Excellence." The Centers were to be research organizations serving the rural concerns of the respective regions of the country. Then Secretary of Agriculture Clifford M. Hardin was quoted earlier as saying "We have to make the whole of rural America more attractive, economically, culturally and socially. We must expand opportunity not only for the 10 million farm people but for the other 45 million residents living in the countryside." Government Executive, March 1969. P.32.

So the initial act to establish the Regional Rural Development Centers came in response to interests in the White House and was reflected from within the USDA by calling for interests to support increased research on rural development concerns. Three of the original Centers were established in 1971 -72 and funded to stimulate or provide more research on a broad spectrum of rural issues. The Southern Rural Development Center was established in 1974 after Extension funding and responsibilities were added.

Legislative recognition of the RRDCs occurred with the passage and signing of the Rural Development Act of 1972. Section 23.10, Subpart B - Regional Program, of Title V of the Act refers to the four Regional Rural Development Centers and is surrounded by the boilerplate indicating the role and responsibilities of the Centers.

The origin of the RRDCs seems then to be a mix of both Executive and Congressional interests initiated in 1969 from the White House and USDA (an Executive Department) with research functions, followed with an outreach function capability added by Congress in 1972.

One milestone for the RRDCs occurred in 1991, CSRS and ES USDA called for a national review of all four of the Centers in Washington DC. Substantial material was prepared for the review and a great deal of work occurred after the review to address the recommendations made by the reviewing panel. The recommendations are repeated here as they appear in the "Report of the Review Panel for the Joint Research and Extension Review of Regional Rural Development Centers and Special Projects relating to Rural Development," July 15-17, 1991.

"The Review Panel recognizes the need for and strongly endorses the Regional Rural Development Centers. They have performed an extremely valuable and useful catalytic role. The following recommendations are intended to strengthen the role, programs, and future impacts of the Centers.

** USDA should forcefully seek additional funding for the Centers*

** The Centers should not be overburdened with complex administrative requirements for recipients of their grants.*

** Each Center must undertake rigorous strategic planning to focus their resources on a few areas of critical importance.*

- * *Strategic planning should be designed and conducted on a decentralized, regional basis.*
- * *The Centers should creatively explore substantive topics related to rural development toward which they may want to specialize as the Centers choose a more cohesive focus.*
- * *The Centers should organize and facilitate the active involvement of the many communities and constituencies they directly serve.*
- * *The diversity that exists in these communities should also be reflected in each Center 's Board of Directors.*
- * *The broader set of constituencies referred to above should be actively involved in establishing the strategic directions of the Centers.*
- * *USDA should provide aggressive leadership in coordination across agencies on rural development issues.*
- * *Continued integrative efforts across research and extension are needed. The Centers, USDA, and the universities need to work together to expand the funding resources available to the Regional Rural Development Centers.*
- * *To accomplish priority programs, the Centers may need to include a broader university base of scientific research from colleges of business, education, medicine, and humanities as the need and priority requires.*
- * *USDA should establish a regular review pattern with the Centers along the lines of departmental CSRS reviews.*
- * *Benefits derived by institutions, organizations, user groups, and society at large should be systematically identified and measured in order to enhance our understanding of the Centers' true value to society. "*

Associate Dean P.W. Brown one of the 1991 Review Panel, then at Tuskegee University, observed that the situation of the RRDCs was familiar to him, "The Centers have been doing so much, for so many, for so long, that now we expect them to do everything, for everyone, for nothing."

This is the lead to describe the financial background of the RRDCs.

The Centers started with \$75,000 each (\$300,000 total for the four Centers) of funding to support research in FY 1972. That research funding has basically remained the same over the 27 years. The Extension funding started in FY 1974 and did increase until FY 1988. In FY 1988 a Senator from North Dakota added a fifth Center for the State of North Dakota. Enough money was added to the total such that each of the Centers received a small increase in FY 1988. The North Dakota RD Center continues to receive one fifth of the overall federal appropriation. There is no connection between the RRDC program and the ND program.

Over recent years both Federal funding sources have declined in dollar amounts from the FY 1988 appropriations. The funding from the Rural Development Act of 1972 was lost for technical reasons in the '81 Fiscal Year, but alternatives were developed to sustain the Extension funding although the research funding within the 1972 RD Act was lost and not recovered by the Southern or Western Centers. The NC and NE Centers were able to replace the equivalent of the lost research funds from regionally available sources.

The RRDCs have a history of securing outside funds that have been a major source of program monies over the years. The RRDCs have also leveraged a great deal of resources from the collaborating state universities involved in various programs.

Russell Youmans
WRDC Director
September, 1998

February 1, 1999

To: Western ES and AES Directors

Subj: Matching funds for the WRDC

For a couple of reasons I believe I can now raise this opportunity without a personal conflict of interest being involved.

With the move of the WRDC to Utah State University there will be an infusion of new funds to support the WRDC from USU. This amounts to \$35,000 per year. This money will result in more program to the benefit of all the western partners. If this money is retained in a manner that permits use as matching funds on other grants it can further grow the program regionally.

I would propose that the remaining 12 states, and perhaps the Islands, match the contribution of USU as a group. If each state Extension service contributed \$1,500 per year and the same for each Experiment Station there would be an additional \$36,000 to add to the USU support.

For the past 10 years, or so, I have watched the program development of the NE and NC Centers. And over the ten year period they have just been able to just do more work. Over this period of time they have received about \$50,000 a year from either a regional research project in the NE or direct contributions from the State ES and AES in the NC. For a while we in the West seemed to keep up, because we had more need to work together due to small faculty numbers in any one state. And we have very good people in the West. But over time more money does permit more things to get done.

In addition this money can be used for match, a real weakness of the WRDC. As we only really have federal money, and you cannot match federal money with federal money.

There will be a rebirth of the WRDC and an investment of additional funding would pay even higher dividends.

Sincerely,

Russell Youmans
Director

Appendix I

Treasurers Report

**WESTERN DIRECTOR AT LARGE
FINANCIAL STATEMENT
FY 1999**

March 5, 1999

ASSESSMENTS

		Payment	Balance Due
Am Samoa	\$600.00	\$600.00	\$0.00
Micronesia	600.00	600.00	0.00
Northern Marianas	600.00	600.00	0.00
Alaska	8,561.34	8,561.34	0.00
Arizona	14,839.77	14,839.77	0.00
California	22,728.99	22,728.99	0.00
Coloradc	17,080.38	9,280.38	7,800.00
Guam	8,350.84	8,350.84	0.00
Hawaii	11,023.29	11,023.29	0.00
Idaho	13,201.53	13,201.53	0.00
Montana	13,933.70	13,933.70	0.00
Nevada	10,840.25	10,840.25	0.00
New Mexico	11,215.50		11,215.50
Oregon	16,780.06	16,780.06	0.00
Utah	15,086.76	15,086.76	0.00
Washington	22,521.29	22,521.29	0.00
Wyoming	12,551.73	12,551.73	0.00
Colorado Rent	(7,800.00)		(7,800.00)
Assessment Total	\$192,715.43	\$181,499.93	\$11,215.50

INCOME/EXPENSE

Date	Transaction	Income	Expense	Balance
07/01/98	June 30, 1998 Balance forward			(\$638.94)
YTD	FY99 Assessments Received	\$181,499.93		180,860.99
08/31/98	July Interest	7.72		180,868.71
09/30/98	August Interest	7.83		180,876.54
10/31/98	September Interest	7.42		180,883.96
11/30/98	October Interest	230.67		181,114.63
12/31/98	November Interest	405.71		181,520.34
01/31/99	December Interest	505.38		182,025.72
02/28/99	January Interest	391.81		182,417.53
09/01/98	Montana Accounting Expense		2,500.00	179,917.53
09/25/98	CSU Operating Expense Jul-Sep		13,880.00	166,037.53
10/07/98	University of Wyoming Heil Apr-Jun		32,838.46	133,199.07
11/02/98	CSU Operating Expense Oct-Dec		13,880.00	119,319.07
12/30/98	University of Wyoming Heil Jul-Sep		35,026.67	84,292.40
02/11/99	University of Wyoming Heil Oct-Dec		34,155.81	50,136.59
03/03/99	CSU Operating Expense Jan-Mar		13,880.00	36,256.59
Total		\$183,056.47	\$132,280.94	\$50,136.59

**WESTERN DIRECTOR'S SPECIAL ACCOUNT
FINANCIAL STATEMENT
FY 1999**

March 5, 1999

ASSESSMENTS

NO ASSESSEMENT FOR FY99

		Payment	Balance Due
Alaska	\$0.00	\$0.00	\$0.00
Arizona	0.00	0.00	0.00
California	0.00	0.00	0.00
Colorado	0.00	0.00	0.00
Guam	0.00	0.00	0.00
Hawaii	0.00	0.00	0.00
Idaho	0.00	0.00	0.00
Montana	0.00	0.00	0.00
Nevada	0.00	0.00	0.00
New Mexico	0.00	0.00	0.00
Oregon	0.00	0.00	0.00
Utah	0.00	0.00	0.00
Washington	0.00	0.00	0.00
Wyoming	0.00	0.00	0.00
Assessment Total	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>

INCOME/EXPENSE

Date	Transaction	Income	Expense	Balance
07/01/98	June 30, 1998 Balance forward			\$16,691.02
YTD	FY99 Assessments Received	\$0.00		16,691.02
08/31/98	July Interest	80.56		16,771.58
09/30/98	August Interest	81.13		16,852.71
10/31/98	September Interest	71.86		16,924.57
08/19/98	Kaltenbach ESCOP Asheville, NC 7/22-7/24		1,101.34	15,823.23
11/30/98	October Interest	71.56		15,894.79
12/31/98	November Interest	70.48		15,965.27
01/31/99	December Interest	71.55		16,036.82
02/28/99	January Interest	69.78		16,106.60
Total		<u>\$516.92</u>	<u>\$1,101.34</u>	<u>\$16,106.60</u>

WESTERN DIRECTOR EXTENSION ACCOUNT
FINANCIAL STATEMENT
FY 1999

March 5, 1999

ASSESSMENTS

		Payment	Balance Due
Am Samoa	\$500.00	\$500.00	\$0.00
Micronesia	500.00	500.00	0.00
Northern Marianas	500.00	500.00	0.00
Alaska	1,000.00	1,000.00	0.00
Arizona	1,000.00	1,000.00	0.00
California	1,000.00		1,000.00
Colorado	1,000.00	1,000.00	0.00
Guam	500.00	500.00	0.00
Hawaii	1,000.00	1,000.00	0.00
Idaho	1,000.00	1,000.00	0.00
Montana	1,000.00	1,000.00	0.00
Nevada	1,000.00	1,000.00	0.00
New Mexico	1,000.00	1,000.00	0.00
Oregon	1,000.00	1,000.00	0.00
Utah	1,000.00	1,000.00	0.00
Washington	1,000.00	1,000.00	0.00
Wyoming	1,000.00	1,000.00	0.00
Assessment Total	<u>\$15,000.00</u>	<u>\$14,000.00</u>	<u>\$1,000.00</u>

INCOME/EXPENSE

Date	Transaction	Income	Expense	Balance
07/01/98	June 30, 1998 Balance forward			\$0.00
YTD	FY99 Assessments Received	\$14,000.00		14,000.00
12/31/98	November Interest	32.89		14,032.89
01/31/99	December Interest	59.66		14,092.55
02/28/99	January Interest	60.33		14,152.88
Total		<u>\$14,152.88</u>	<u>\$0.00</u>	<u>\$14,152.88</u>

Appendix J

CSREES Report



United States
Department of
Agriculture



Cooperative State
Research, Education,
and Extension Service

FY 2000 President's Budget Proposal

A Summary of the President's Budget Proposal for CSREES-USDA as Presented to the Congress of the United States

Advancing Knowledge for the Food and Agricultural System--Overview

The President's Fiscal Year (FY) 2000 Budget Proposal seeks a 2.6 percent increase in the Cooperative State Research, Education, and Extension Service (CSREES) discretionary budget for high priority research, education, and extension programs and an additional \$152,500,000 in mandatory funds. The increases expand competitively-awarded and integrated research, education, and extension programs to strengthen the knowledge of agriculture and address concerns in providing safe and affordable food. This Budget Proposal represents the Administration's first comprehensive set of recommendations for investment in agricultural-related technology since the Agricultural Research, Extension, and Education Reform Act (AREERA) was enacted in June 1998.

Mandatory Funds - The FY 2000 Budget includes mandatory funding of \$120,000,000 for the Initiative for Future Agriculture and Food Systems under section 401 of AREERA for competitive research, education, and extension grants to address critical and emerging agriculture issues. Mandatory funding is also available under the Fund for Rural America, where approximately \$30,000,000 is to be provided for a wide range of research, extension and education activities. The budget also supports funding for the Community Food Projects grants program at \$2,500,000.

Discretionary Funds - The FY 2000 Budget Request to the Congress for CSREES totals \$948,012,000, an increase of \$24,209,000 or 2.6 percent from the Fiscal Year 1999 appropriation. The Budget reflects the Administration's commitment to improving the science base for agriculture through the competitive grants program of the National Research Initiative and targets high priority activities including Food Recovery and Gleaning activities. The Budget supports integrated research, extension, and education activities related to Small Farms, Water Quality, Food Safety, and Improved Pest Control. Increases are proposed in Special Research Grants for Sustainable Agriculture, Global Change, and Binational Agricultural Research and Development, and for research activities at the 1994 Institutions. The Budget calls for expanded efforts for Improved Pest Control research activities in Pest Management Alternatives, Expert IPM Decision Support System, Minor Crop Pest Management, and Critical Issues. The Higher Education program for Hispanic Serving Institutions Education Grants is also proposed for an increase, as is the Ag in the Classroom program. Increases are proposed for Improved Pest Control extension activities in Pesticide Applicator Training and Integrated Pest Management. Funding for extension activities are also increased in the Expanded Food and Nutrition Education Program (EFNEP), Children, Youth, and Families at Risk, 1890 Facilities, Extension Services at 1994 Institutions, and the Extension Indian Reservations Program. Although many programs remain at level funding, there are reductions in the base programs of the Hatch Act, McIntire-Stennis Cooperative Forestry, Animal Health, Smith-Lever 3(b) and (c), 1890 research and extension programs, and the Rural Development Centers. Proposed for elimination are Supplemental and Alternative Crops, Critical Ag Materials, earmarked Special Research Grants, Farm Safety, Rural Health and Safety, and Secondary Ag Education. Earmarked research and extension Federal Administration projects also have been proposed for elimination.

The CSREES discretionary budget portfolio for FY 2000 encompasses a broad and complex set of programs framed around six CSREES Strategic Goals. Following is a discussion of the CSREES Strategic Goals and highlights of selected programs supported from discretionary funds contributing to the Goals.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326-W, Whitten Building, 14th and Independence Avenue, SW, Washington, DC 20250-9410 or call (202) 720-5964 (voice or TDD). USDA is an equal opportunity provider and employer.

Goal 1, "Agricultural Production System that is Highly Competitive in the Global Economy"

Achieving sustained long-term improvement in the competitive position of U.S. agriculture relies critically on the Federal government's assurance that producers and marketers have access to the basic tools for success. Studies have shown that successful producers (farmers, ranchers, and foresters) are better educated, more apt to adopt new technology, have lower costs of production, and take better advantage of or have more opportunities for spreading production and marketing risk across alternative enterprises and mechanisms, than their less successful counterparts.

Small Farms Initiative - The Small Farms Initiative will help develop research, education, and extension programs in appropriate marketing strategies for small farms, entrepreneurial and business skills for small farmers, the development of networks promoting small farm successes, and help beginning farmers establish viable farm operations and enterprises.

National Research Initiative - Increased funding in the National Research Initiative will support projects focusing on the development of integrated production, processing, and distribution systems for generation of high value products, with an emphasis on local production and processing. Increased funding will be used to examine the economics of small farms and their contributions to local economies.

Goal 2, "Safe and Secure Food and Fiber System"

A safe and secure food system is necessary to ensure the well-being and prosperity of the United States. Food safety is dependent upon a production system that is well-integrated into an environment that is as pathogen-free as possible, a food processing and handling system free of pathogen contamination, and an educated public to ensure that both producers and consumers know their role in providing for the safe production, handling, and consumption of food. Food security is dependent upon an efficient and productive agricultural system based on healthy crops and livestock.

Integrated Research, Education, and Extension Food Safety - A new integrated research, education, and extension program to improve the safety of food products and to create a public that is more informed about food safety issues is being established in Fiscal Year 2000. Research will focus on how pathogens are introduced into the production environment and how they survive to contaminate food, including fresh fruits and vegetables. Research is needed to determine the basis for pathogen resistance to antibiotics and to develop production techniques that minimize resistance. Consumers lack adequate information to make informed decisions about the merits of various technologies or practices related to food production and processing. This integrated program will support education programs designed to provide objective, science-based information about such issues as the use of irradiation in food processing, the impact of biotechnology on the development of new food products, and the relative benefits of organic foods in the diet.

Improved Pest Control - The Food Quality Protection Act of 1996 (FQPA) requires EPA to reassess all pesticide tolerances within 10 years of passage of the Act and to change its standard of evaluating pesticides from an acceptable risk/benefit profile to a reasonable expectation of safety. The EPA review will likely impact pesticides used in agriculture, and USDA policy places a high priority on developing the technology needed for safe substitutes for commonly used pesticides. CSREES is proposing increases in these Improved Pest Control programs to address FQPA implementation requirements: Pest Management Alternatives; Expert IPM Decision Support Systems; IR-4 Minor Crop Pest Management; Pesticide Applicator Training; Integrated Pest Management extension; Pesticide Impact Assessment; Crops at Risk from FQPA Implementation; FQPA Risk Avoidance and Mitigation for Major Food Crop Systems; and Methyl Bromide Transition.

National Research Initiative - Increased funding will support food safety research that identifies emerging and re-emerging foodborne diseases through enhanced or new surveillance methods. Food security issues will be addressed through increased NRI funding for the support of research in animal and plant genomics directed at identifying, mapping, and understanding the function and control of genes. Research in microbial genomics will be directed at the genomes of microbial species which make important contributions to the growth, development, and health of plants, animals and the environment. Research will also be supported to predict and, where necessary, diminish or manage present and predicted ecological risks associated with the use of biotechnology-derived agricultural products.

Goal 3, "Healthier, More Well-Nourished Population"

Establishing the scientific basis for optimal health, developing knowledge of the eating habits of Americans, and modifying food intake behavior are critical components to having a well-nourished population. An increasingly important component to having a well-nourished population is empowering our communities to build their capacities to meet a greater share of their food needs.

Food Recovery and Gleaning - CSREES proposes a three-pronged Food Recovery and Gleaning Community Infrastructure Grants Program to: (1) improve methods of collecting, processing, transporting, storing, and distributing gleaned and recovered food; (2) enhance the technical assistance and education network within the Cooperative Extension System to help diverse agencies and community-based groups work together to establish local hunger programs, administer food recovery programs, and coordinate gleaning activities; and (3) develop and extend knowledge about technical issues in food recovery, such as food safety, integration of systems, and leadership in education in the nutritious use of recovered food, and volunteer development.

Expanded Food and Nutrition Education Program (EFNEP) - The delivery and use of dietary information is critical to meeting the needs of undernourished portions of the population, especially children. EFNEP, through the Cooperative Extension System, delivers information to at-risk populations to help improve their nutrient intake. Increased funding will enhance these efforts, which in turn contribute to the prevention or delayed onset of nutrition-related chronic diseases and conditions among program participants.

**Cooperative State Research, Education, and Extension Service
(\$000)**

Programs	FY 1999 Appropriation Act	FY 2000 President's Budget
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Integrated Activities

Integrated Activities:

Water Quality	--a/	\$16,204
Food Safety	--a/	15,000
Pesticide Impact Assessment	--a/	4,640
Crops at Risk from FQPA	--	3,000
FQPA Risk Mitigation Program for Major Food Crop Systems.....	--	10,000
Methyl Bromide Transition Program	--	5,000
Food Recovery and Gleaning.....	--	15,000
Small Farms Initiative	--	4,000
Total, Integrated Activities.....	--	72,844

Extension Activities

Base Programs:

Smith-Lever Formula 3(b)&(c)	\$276,548	\$257,753
1890 Institutions.....	25,843	25,090

Smith-Lever 3(d) Programs:

EFNEP.....	58,695	61,043
Pest Management	10,783	12,269
Pesticide Impact Assessment	3,214	--a/
Farm Safety	3,000	--
Rural Development Centers	908	908
Water Quality	9,561	--a/
Children, Youth and Families at Risk	9,000	10,000
Food Safety	7,365	--a/
Sustainable Agriculture	3,309	3,309
Pesticide Applicator Training	--	1,500
Extension Indian Reservations Program (EIRP).....	1,714	5,000

Other Extension Programs:

Extension Services at the 1994 Institutions	2,060	3,500
Renewable Resources Extension Act.....	3,192	3,192
Rural Health and Safety	2,628	--
1890 Facilities (Sec.1447).....	8,426	12,000
Federal Administration:		
Other.....	11,533	5,563
Ag in the Classroom.....	208	476

Total, Extension Activities.....	437,987	401,603
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a/ Section 406 of the Agriculture, Research, Extension, and Education Reform Act of 1998 authorizes an integrated research, education, and extension competitive grants program. Water Quality, Food Safety, Pesticide Impact Assessment Smith-Lever 3(d) and Special Research Grant programs previously shown under Extension Activities and/or Research and Education Activities are now reflected under Integrated Activities.

**Cooperative State Research, Education, and Extension Service
(\$000)**

Programs

**FY 1999 FY 2000
Appropriation President's
Act Budget**

Research and Education Activities

Base Programs:

Hatch Act.....	\$180,545	\$153,672
McIntire-Stennis Cooperative Forestry	21,932	19,882
Evans-Allen Program	29,676	27,735
Animal Health and Disease, Section 1433	5,109	4,775
Subtotal.....	237,262	206,064

Special Research Grants:

Critical Issues	200	467
Expert IPM Decision Support System	177	260
Food Safety.....	5,000	---a/
Global Change, UV-B Monitoring	1,000	1,567
Integrated Pest Management & Biological Control	2,731	2,731
Minor Crop Pest Management, IR4.....	8,990	10,711
Minor Use Animal Drugs	550	550
National Biological Impact Assessment Program.....	254	254
Pesticide Impact Assessment.....	1,327	---a/
Pest Management Alternatives	1,623	4,200
Rural Development Centers	523	423
Trade and Policy Research Center	--	300
United States/Israel - Binational Ag. Research and Development (BARD)	400	2,000
Water Quality	3,461	---a/
Other	51,928	--
Subtotal	78,164	23,463

National Research Initiative Competitive Grants:

Natural Resources and the Environment	20,500	32,000
Nutrition, Food Safety and Health.....	16,000	28,000
Plants	41,000	69,000
Animals.....	29,000	49,000
Markets, Trade, and Rural Development	4,600	8,000
Processing for Adding Value or Developing New Products	8,200	14,000
Subtotal	119,300	200,000

Other Research:

Critical Agricultural Materials	600	--
Aquaculture Centers	4,000	4,000
Sustainable Agriculture Research and Education Program.....	8,000	8,500
Supplemental and Alternative Crops.....	750	--
1994 Research Grants.....	--	667
Federal Administration (Direct Appropriation).....	10,688	4,038
Subtotal	24,038	17,205

Higher Education:

Graduate Fellowships Grants	3,000	3,000
Institution Challenge Grants	4,350	4,350
1890 Institution Capacity Building Grants	9,200	9,200
Multicultural Scholars	1,000	1,000
Hispanic Serving Institutions Education Grants Program.....	2,850	3,183
Tribal Colleges Education Equity Grants Program	1,552	1,500
Tribal Colleges Endowment Fund.....	4,600	4,600
Secondary/2-Year Post Secondary	500	--
Subtotal	27,052	26,833

Total, Research and Education Activities.....	485,816	473,565
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Total, Cooperative State Research, Education, and Extension Service	923,803	948,012
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Impacts of the Research, Extension, and Education Activities of the Land-Grant University System

Graduation Lines, No Waiting.

In May 1996, **Purdue University** reported that 93 percent of agriculture college graduates were employed within four months of graduation. Placement figures show that the average salary for all recent graduates was up from \$24,800 to \$27,600 over the last year. **Auburn University** put its placement rate at 95 percent. **Virginia Tech** had a tenfold enrollment increase in its Crop and Soil Environmental Science Department, and a 100 percent job placement rate in the last 10 years. In **Nebraska**, a state with one of the Nation's lowest rates of unemployment, 71 percent of graduates who get jobs remain in the state after graduation.

Making the Process Safer.

Ohio State researchers discovered that two preservation methods are better than one. Combining pulsed electric field technology with common food preservatives delivered a knock-out punch to *E. coli* without altering food quality. **Texas A&M** researchers have found that the right level of sodium lactate will extend the shelf life of meat products by decreasing microbial growth and foodborne pathogens.

Heart Healthy.

Iowa State University researchers have created a soybean with half the saturated fat of regular soybean oil. Marketing of the low-fat bean oil could replace canola oil imports from Canada.

Get Your Goat.

Growing demand for goat meat has helped fuel a small-animal livestock industry in several Southern states, and the Land-Grant system is there to help. **Florida A&M** specialists helped 75 meat goat producers reduce feed costs by an average of \$652 per farm through the use of advanced grazing techniques and alternative feeds. **Alabama A&M** and **Auburn** extension specialists helped 48 small-scale and part-time producers improve their sheep and goat operations, increasing average incomes by \$7,200.

Finding Work.

To further economic development in **New Mexico**, extension specialists worked with a city council to salvage a strip mall complex that now houses six new businesses. They also helped find a location for a milk processing plant, which employs 15 people directly and supports 426 other jobs in Roosevelt County. With the assistance of extension specialists,

a Native American entrepreneur on the Navajo Reservation started a solar panel business that employs several people and his products have largely replaced kerosene lamps in isolated, remote areas.

Vaccines Keep the Doctors Away.

Land-grant researchers are rapidly developing vaccines for some of the Nation's most dreaded livestock diseases. A team of scientists from **Florida, Idaho, Iowa, Louisiana, North Dakota, Texas, and Wyoming** has developed and are testing a brucellosis vaccine that does not cause vaccinated cattle or bison to show up as infected animals when tested. **Delaware** scientists are close to creating vaccines for two poultry diseases: a herpes virus that affects the respiratory system, and a bacteria-like organism that weakens the immune system. A **Mississippi State** researcher has developed a single-injection, inexpensive vaccine that is estimated to reduce poultry deaths resulting from coccidiosis by up to 80 percent.

Making the Most of Compost.

Composting and recycling have benefitted farmers and homeowners as well as municipalities, landfills, and other operations. Land-grant efforts promote this practice. Highly successful yard-waste composting programs have been established in **Alabama, California, Georgia, Indiana, Louisiana, Wisconsin, and Pennsylvania**. California's composting program keeps 1.2 million tons of yard waste out of landfills annually. A **Wyoming** recycling project, run entirely by volunteers and coordinated by extension specialists, collects some 13,000 cubic square feet of recyclable refuse each year. **Delaware** extension specialists coordinate a large-scale industrial composting effort that helps keep tons of industrial waste out of landfills and results in a product that enriches the region's soils.

Beetle-Resistant Potatoes.

The potato ranks fifth among major food crops and is a food source in almost every country in the world. Each year, potato growers spend \$75 million to \$100 million to control the Colorado potato beetle, the crop's most destructive pest. Over the years, hundreds of compounds have been used to control the beetle, but the insect consistently develops resistance. **New Mexico State** scientists have addressed the problem by inserting a gene in the potato that acts as a natural beetle repellent but does not harm humans or animals. In field trials at **Michigan State**, beetles infested ordinary potatoes but did not eat or even land on the new variety. Working with **Rutgers University**, **New Mexico** scientists also are inserting the gene in the eggplant to make it resistant to the insect.

The mission of the Cooperative State Research, Education, and Extension Service (CSREES) is to achieve significant and equitable improvements in domestic and global economic, environmental, and social conditions by advancing creative and integrated research, education, and extension programs in the food, agriculture, and related sciences in partnership with both the public and private sectors.

CSREES works in partnership with the land-grant university system, other colleges and universities, and other public and private research and education organizations, in concert with the Secretary of Agriculture and the intent of Congress, in the initiation and development of agricultural research, extension, and higher education programs. These programs are carried out by land-grant universities and other partners.

National Research Initiative - Increased National Research Initiative funding will support research on the role of human nutrition and infectious diseases and will focus on the nutritional impact of newly "designed" foods. Advances in food technology, through both traditional processing methodologies and genetic engineering of foods, have provided the consumer with ever increasing food choices that claim to offer increased health benefits. Thus, a new approach is being taken to address the bioavailability of nutrients and the effect of these food products on metabolic processes.

Goal 4, "Greater Harmony between Agriculture and the Environment"

As a Nation, we increasingly value the natural world - clean air and water, unique ecosystems, and pristine land. We recognize that, given the vast amounts of land being used in agricultural or forest production, we must ensure that our production practices, as well as our public policies and programs affecting these practices, are consistent with the dual objectives of promoting competitiveness while preserving natural resources and environmental quality. To achieve these goals, a better understanding of the complex interactions between agricultural production and the environment is needed.

Sustainable Agriculture Research and Education - Increased funding in the Sustainable Agriculture Research and Education (SARE) program will expand the availability of scientifically sound and practical methods for farmers and ranchers to achieve three inter-linked goals; profitability, environmental stewardship, and quality of life for families and communities. The need for this expansion comes from several fronts: the Food Quality Protection Act of 1996 and an expanding organic marketplace have heightened interest in ecologically-based pest management, and agriculture's role in non-point-source water pollution is being scrutinized.

National Research Initiative - Increased funding in the NRI will allow for an increased focus on Animal Waste Management. State and Federal environmental regulations are undergoing rapid change in an effort to prevent the pollution of air, soil, and water resources from animal facilities. If the animal agriculture industry is to remain competitive, waste management systems that are economically, socially, and environmentally adequate must be developed. Support for the Interagency Terrestrial Ecology and Global Change program will be increased. This program addresses ecosystem responses and feedbacks to global change as well as carbon dioxide and other trace gases related to global change.

Integrated Research and Extension Water Quality Program - Water quality is an important National concern, as evidenced by the President's Clean Water Action Plan. CSREES has established an integrated research and extension water quality program that will support projects to address such issues as the connection between agricultural practices and outbreaks of Harmful Algal Blooms, which can lead to conditions that cause massive fish-kills, human health problems, and significant economic losses to the seafood industry. Odors and pathogens from agricultural animal manures will also be addressed. The fate and transport of pathogens from manure will require extensive research followed by the transfer of the resulting knowledge to livestock and poultry producers.

Goal 5, "Enhanced Economic Opportunity and Quality of Life for Americans"

Americans recognize that their quality of life depends largely on economic, physical, and institutional factors affecting their families, businesses, and communities. The fast pace of changes in these factors, and their increasingly complex interactions, present a growing challenge. CSREES, in partnership with the land-grant university system, enhances the capabilities of individuals, families, and communities to improve their quality of life.

Children, Youth, and Families at Risk - Increased funding for the Children, Youth, and Families at Risk program will be used to enhance child care programs, especially those targeting segments of society with the greatest need such as limited resource families; isolated farm and rural families; families in inner city poverty areas; families moving from welfare to work; and families needing child care during non-traditional hours, such as migrant farm laborers.

Extension Services at 1994 Institutions - This increase will provide support to the thirty 1994 Institutions which are facing enormous challenges in bringing needed educational programs to the people they serve in primarily Native American communities. No State funds and few local funds are available to the 1994 Institutions to help them meet the nonformal education needs of their communities. To address serious problems related to health, limited educational opportunities, agricultural enterprise management and community development, environmental management, and nutrition, additional resources are needed to continue to plan and build an appropriate extension capacity at these institutions.

National Research Initiative - Increased funding would be used to examine the impacts that changes in policies and programs would have upon quality of life factors, characteristics of families and households, and the longterm viability of rural communities.

Goal 6, "Responsive and Effective Management Systems"

CSREES strategies to ensure responsive and effective management of USDA's extramural research, extension, and education programs include: (1) strengthening the Federal/State partnership; (2) integrating research, extension, and education activities as appropriate; (3) improving information management systems which are accessed by both internal and external users; and (4) participating in efforts to improve financial management within USDA.

Research, Education, and Economics Information System - The Research, Education, and Economics Information System (REEIS) will be a state-of-the-art information system which will help document the attainment of Research, Education, and Economic mission area outcomes and enable CSREES to fully satisfy reporting demands and performance requirements of the Government Performance and Results Act. In addition, REEIS will help facilitate implementation of provisions of the Agricultural Research, Extension, and Education Reform Act of 1998. Increased funding will support the broad implementation of the system.

Agricultural Research, Extension, and Education Reform Act of 1998
 Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
 Partnership Activities

Section	Effective Date	Provision Description	Implementation	Comments
202 and 225	October 1, 1999	Plans of Work: 1862 and 1890 Institutions must prepare, submit, and have approved, as a condition of receipt of Federal research and extension formula funds, a Plan of Work for funds authorized under the Hatch Act of 1887, the Smith-Lever Act, Section 1444 and Section 1445.	Three joint LGU/CSREES working groups made recommendations regarding the implementation of the sections included in the Plans of Work.	Plan of Work team met 11/18/98 to finalize recommendations. Revised proposed guidelines will be sent to the Office of the General Counsel for review and approval by March 9, 1999. CSREES anticipates the proposed guidelines will be published in the <i>Federal Register</i> for public comment by March 26, 1999.
102(c) [In-cluded in Plans of Work]	October 1, 1999	Stakeholder Input: Section 102(c)(1) requires the Secretary to establish regulations prescribing requirements for compliance with the statutory requirement that 1862, 1890, and 1994 Institutions establish and implement a process of obtaining stakeholder input concerning the uses of agricultural research, extension, or education formula funds.	A joint LGU/CSREES working group made recommendations regarding implementation criteria. The proposed rule for stakeholder input is under review by the Office of the General Counsel. CSREES anticipates the proposed rule will be published in the <i>Federal Register</i> for public comment by March 26, 1999.	Team recommended that Institutions will report: 1. Actions taken to seek stakeholder input that encourages their participation. Seek stakeholder input is defined as "an open and fair process which allows opportunities for individuals, groups, and organizations a voice in the process that treats all with dignity and respect." 2. Process used to identify those who conduct or use agricultural research, extension or education or to collect input from them.

Agricultural Research, Extension, and Education Reform Act of 1998
 Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
 Partnership Activities

Section	Effective Date	Provision Description	Implementation	Comments
103 (e), 104(h), 105(i), [In-cluded in Plans of Work]	October 1, 1999	Merit and Peer Review: Section 103(e) requires each 1862, 1890, and 1994 Institution establish and implement a process of merit review and review each activity in accordance with the process. Section 104(h) requires that projects conducted with multistate Hatch research funds be peer reviewed and "the manner in which the State will meet the requirements" must be included in the Plan of Work. Section 105(i) is the parallel provision requiring merit review for extension activities.	A joint LGU/CSREES working group made recommendations for criteria. The Plan of Work team modified these recommendations. CSREES will publish definitions as guidance to Institutions as they design/modify/use a system for formula funds. <u>Merit Review:</u> An evaluation whereby the quality and relevance to program goals are assessed. <u>Scientific Peer Review:</u> An evaluation performed by experts with scientific knowledge and technical skills to conduct the proposed work, whereby the technical quality and relevance to program goals are assessed.	Recommended Criteria for Merit and Peer Review Processes include: 1. Institutions should describe process including priorities as reflected in Plan of Work, selection of reviewers with expertise relevant to the effort, and appropriate scientific and technical standards. 2. Certification of the process by individual(s) with USDA signature authority at Institutions must accompany the reporting of this process.
104 [In-cluded in Plans of Work]	October 1, 1999	Multi-disciplinary research of concern to more than one State: Section 104 requires not less than 25 percent of Hatch formula funds be used for multi-institutional, multi-state, multi-disciplinary purposes, and that this activity be reported in a plan of work. SAESes may partner with another SAES, ARS, or another college or university.	A LGU/CSREES working group recommended a definition of "multi-disciplinary" as: Efforts that represent research, education and/or extension programs in which principal investigators or other collaborators from two or more disciplines or fields of specialization work together to accomplish specified objectives.	

Agricultural Research, Extension, and Education Reform Act of 1998
Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
Partnership Activities

Section	Effective Date	Provision Description	Implementation	Comments
105(h) [In-cluded in Plans of Work]	October 1, 1999	Multi-state extension: Section 105(h) requires that State cooperative extension directors submit what they spent on multi-state activities for FY 1997. Beginning October 1, 1999, those States must expend at least 25 percent or two times their 1997 level (whichever is less) on multi-state activities. State Extension Services may partner with another State Extension Service.	A LGU/CSREES working group recommended a definition of "multi-state" as: Collaborative efforts that reflect the programs of institutions located in at least two or more States or territories. Such programs must solve problems that concern more than one State or territory; and demonstrate that each participating State or territory will be a collaborator towards objectives and is involved in setting outcomes. Evidence of the proposed collaboration must be provided in the plan of work submitted by each State or territory of the effect of the work. This planning can be documented through formal agreements, letters or memorandums of understanding, contracts or other instruments that provide primary evidence that a multi-State relationship exists.	Integration may occur within a State or between units among two or more States.
204 [In-cluded in Plans of Work]	October 1, 1999	Integrated work (research and extension): Section 204 requires that a certain percentage of Smith-Lever 3(b) and 3(c) funds and Hatch Act funds be used for integrated cooperative extension and research activities. The Secretary shall determine the percentage of Federal formula funds that a State spent for FY 1997 for integrated research and cooperative extension activities. For FY 2000 and thereafter, States are required to spend 25 percent or twice their 1997 percentage, whichever is less. This expenditure must be reflected in the State's Plan of Work. Funds allocated for purposes of Section 204 may be used to satisfy the Section 104 and 105 requirements as well.	A LGU/CSREES working group recommended a definition of "integrated" as: Jointly planned, funded and interwoven activities between research and extension to solve problems. This includes the generation of knowledge and the transfer of information and technology. It represents more than co-funding of a program.	Integration may occur within a State or between units among two or more States.

Agricultural Research, Extension, and Education Reform Act of 1998
 Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
 Partnership Activities

Section	Effective Date	Provision Description	Implementation	Comments
212	October 1, 1999	<p>Section 212 amends the Competitive, Special, and Facilities Research Grant Act. The amendment reduces the term of a grant from 5 years to 3 years. The Secretary must promulgate regulations establishing requirements for scientific peer review arranged by the grantee for research grants and for merit review for education or extension grants. Recipients of special grants must submit an annual report describing the results and the merit of the results. The Secretary will make the report available upon request.</p>	<p>CSREES will publish definitions as guidance to Institutions as they design/modify/use a system for special grants.</p> <p><u>Merit Review:</u> An evaluation of a proposed project or elements of a proposed program whereby the technical quality and relevance to regional or national goals are assessed.</p> <p><u>Scientific Peer Review:</u> An evaluation of a proposed project for technical quality and relevance to regional or national goals performed by experts with the scientific knowledge and technical skills to conduct the proposed research work.</p> <p>CSREES anticipates the proposed section 212 rule to require grantees to arrange for scientific peer review of their research activities and merit review of their extension and education activities will be published in the <i>Federal Register</i> for public comment by March 12, 1999.</p>	

Agricultural Research, Extension, and Education Reform Act of 1998
 Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
 Partnership Activities

Section	Effective Date	Provision Description	Implementation	Comments
226	October 1, 1999	<p>Matching for 1890 Institutions</p> <p>Beginning in Fiscal Year 2000, States are required to match not less than 30 percent of Federal research and extension formula funds provided to 1890 Institutions within the State. The match increases to not less than 45 percent in Fiscal Year 2001 and not less than 50 percent in Fiscal Year 2002 and each fiscal year thereafter. The Secretary may waive the match for Fiscal Year 2000. States may use agricultural research, extension <u>and</u> education funds as the State match.</p>	<p>ALGU/CSREES work group made recommendations for implementation of this provision with definitions of State funds and matching funds.</p> <p>State funds are defined: Funds from non-Federal sources made available by the State for agricultural research, education, and extension.</p> <p>Matching funds are defined: Non-Federal funds made available by the State to the 1890 Land-Grant Institutions, (a) for programs or activities that fall within the purposes of agricultural research and cooperative extension under Sections 1444 and 1445, or (b) for qualifying educational programs.</p> <p>CSREES is drafting the proposed rule and plans to send it to the Office of the General Counsel by March 5, 1999.</p> <p style="text-align: center;">/2</p>	<p>Recommendations regarding matching requirements include: The workgroup recommended that qualifying education programs be defined as programs that: (a) address the 1890 land-grant components of the food and agricultural sciences; and (b) have been enhanced with State funds beyond the funding levels provided by the State for the FY ending June 30, 1999.</p> <p>Note: The proposed rule shows Recommended criteria for the Secretary to waive the match in FY 2000: A justified appeal by the university which may include: (1) natural disaster, flood, fire, tornado, hurricane, or drought; (2) State and/or eligible Institution facing a financial crisis; or (3) demonstration of a good-faith effort to obtain funds.</p>
201	June 23, 1998	<p>The Smith-Lever Act is amended to provide that extension funds may flow directly to the "1994 Institutions (in accordance with regulations that the Secretary may promulgate) and may be administered by the 1994 Institutions through cooperative agreements" with 1862 or 1890 Institutions.</p>	<p>1994 Institutions now have flexibility to enter into a cooperative agreement with any 1862 or 1890 Institution. Prior law required a cooperative agreement between a 1994 Institution and the 1862 Institution in the State.</p>	<p>CSREES will provide guidance to 1994 Institutions regarding this change in the law.</p>

Agricultural Research, Extension, and Education Reform Act of 1998
 Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
 Federal Management Activities

Section	Effective Date	Provision Description	Implementation	Comments
103(a)	October 1, 1998 (for purposes of FY 99 awards)	CSREES must establish scientific peer review and merit review for education and extension activities for competitively awarded programs.	<p>CSREES will use the following definitions.</p> <p><u>Merit review</u>: An evaluation of a proposed project or elements of a proposed program whereby the technical quality and relevance to regional or national goals are assessed.</p> <p><u>Scientific Peer Review</u>: An evaluation of a proposed project for technical quality and relevance to regional or national goals performed by experts with the scientific knowledge and technical skills to conduct the proposed research work.</p>	<p>CSREES presented proposed definitions and merit review processes to the National Agricultural Research, Extension, Education, and Economics Advisory Board (NAREEAB). NAREEAB provided comments to CSREES.</p> <p>CSREES will publish definitions in all RFP's, Plan of Work requirements, or other documents where peer or merit review is required, and will post the definitions on the CSREES homepage.</p>

Agricultural Research, Extension, and Education Reform Act of 1998
 Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
 Federal Management Activities

Section	Effective Date	Provision Description	Implementation	Comments
103(c) (2)	June 23, 1998	The Secretary (through CSREES) will solicit input from people who conduct and use research, education and extension regarding prior year's RFPs for purpose of developing the following year's RFP.	<p>A CSREES working group developed a series of recommendations regarding implementation of this provision:</p> <ol style="list-style-type: none"> 1. For FY '99 RFPs publish an announcement in the <i>Federal Register</i> no later than September 30 requesting stakeholder (conductor and user) comments on the collection of the FY '98 RFP's for use in FY '99 RFPs. 2. Include a standard clause in each 1999 and beyond RFP published that asks for stakeholders' input. 3. Beginning in FY '99, and in the following years, CSREES will hold one public listening session per year requesting comments on the previous year's RFPs. 4. Notification of users and conductors regarding requests for comments and announcing the annual listening session should be wide spread. 5. Maintain the CSREES "RFP Comment Page" on the CSREES web site on an annual, ongoing basis as a source of continuous input on our RFPs. 	<p><i>Federal Register</i> announcement published October 3, 1998, comment period closed November 3, 1998.</p> <p>CSREES has consulted the REEE Advisory Board regarding recommendation 3.</p> <p>CSREES is including a standard clause in its RFP's asking for stakeholder input per recommendation 2.</p>
211	June 23, 1998	Amendment to the authority for the NRI New Investigator grant and equipment grant programs.	Effective with the FY 1999 RFP, CSREES modified grant processes consistent with the statutory changes.	
242	June 23, 1998	High priority research and extension initiative.		Subject to appropriations for FY 2000 and beyond.
243	June 23, 1998	Nutrient management research and extension initiative.		Subject to appropriations for FY 2000 and beyond.
244	June 23, 1998	Organic agriculture research and extension initiative.		Subject to appropriations for FY 2000 and beyond.

Agricultural Research, Extension, and Education Reform Act of 1998
Statutory Requirements Involving the Cooperative State Research, Education, and Extension Service
Federal Management Activities

Section	Effective Date	Provision Description	Implementation	Comments
245	June 23, 1998	Amendment to Agricultural Telecommunications Grant Program	CSREES made an award in FY 1998 to A*DEC. A*DEC will manage a competitive grant program according to the purposes authorized by this section.	No FY 1999 funds appropriated for this program.
402	June 23, 1998	Partnership for High-value Agricultural Product Quality Research		Subject to appropriations for FY 2000 and beyond.
403	June 23, 1998	Precision Agriculture		Subject to appropriations for FY 2000 and beyond.
405	June 23, 1998	Thomas Jefferson Initiative for Crop Diversification		Subject to appropriations for FY 2000 and beyond.
406	June 23, 1998	Integrated Research, Education, and Extension Competitive Grants Program		Subject to appropriations for FY 2000 and beyond.
407	June 23, 1998	Coordinate Program of Research, Extension, and Education to Improve Viability of Small and Medium Size Dairy, Livestock and Poultry Operations	The Secretary "may carry out a coordinated program of research, extension, and education" CSREES expects coordination of this discretionary provision with the USDA Small Farms Commission.	Relies on current funds of USDA agencies.
604	June 23, 1998	Food Animal Residue Avoidance Database	Creates a statutory authority for an existing program. Requires CSREES award contracts, grants or cooperative agreements to colleges and universities.	Relies on existing funds of USDA agencies.
615(b)	June 23, 1998	Food Safety National Conference. Section 615(b) requires that not later than 120 days after the law is enacted, USDA will sponsor a conference for the purpose of prioritizing food safety research. USDA will sponsor annual workshops for the following 4 years to update and adjust food safety research priorities.	CSREES and ARS jointly hosted this meeting on behalf of the USDA in Alexandria, VA, on November 12 and 13, 1998.	Conference proceedings are posted on the CSREES homepage at www.reusda.gov/pas/programs/foodsafety/proceedings.htm

Agricultural Research, Extension, and Education Reform Act of 1998
 Statutory Requirements Involving the Cooperative State Research, Education, and Extension Service
 Federal Management Activities

Section	Effective Date	Provision Description	Implementation	Comments
631	June 23, 1998	Evaluation and assessment of agricultural research, extension, and education programs	This section requires the Secretary of Agriculture to conduct a performance evaluation of federally funded agricultural research, extension, and education activities through a contract with one or more entities with expertise in research assessment and performance evaluation.	This section does not include an authorization for appropriations.
632	June 23, 1998	Study of Federally Funded Agricultural Research, Extension, and Education	No later than January 1, 1999, the Secretary shall request the National Academy of Sciences to conduct a study of the role and mission of federally funded agricultural research, extension and education. The study shall (1) evaluate the strength of science conducted by ARS and the relevance to national priorities; (2) examine how the work of ARS relates to the capacity of the agricultural research, extension, and education system of the United States; (3) examine the appropriateness of the formulas for the allocation of funds under Smith-Lever and Hatch with respect to current conditions of the agricultural economy and other factors of the various regions and State and develop recommendations to revise the formulas to more accurately reflect current conditions; and, (4) examine the system of competitive grants for agricultural research, extension, and education.	This section does not include an authorization for appropriations. However, the office of the Under Secretary for Research, Education, and Economics (REE) is working with the REE agencies to develop a plan to support a study with the National Academy of Sciences.

Agricultural Research, Extension, and Education Reform Act of 1998
Statutory Requirements involving the Cooperative State Research, Education, and Extension Service
The Initiative for Future Agriculture and Food Systems

Section	Effective Date	Provision Description	Implementation	Comments
401	June 23, 1998	Authorized with mandatory funds for \$120 million per year for 5 years (FY 1999 - FY 2003), the Initiative is a new competitive grant program to address critical emerging agricultural issues related to: (i) future food production; (ii) environmental quality and natural resource management; or (iii) farm income; and for activities under the Alternative Agricultural Research and Commercialization Act of 1990. Specific priorities defined in the statute include: (1) agricultural genome; (2) food safety, food technology, and human nutrition; (3) new and alternative uses and production of agricultural commodities and products; (4) agricultural biotechnology; (5) natural resources, including precision agriculture; and, (6) farm efficiency and profitability, including the viability and competitiveness of small- and medium-sized dairy, livestock, crop and other commodity operations.	Dr. Eileen Kennedy and CSREES hosted a public meeting on July 9, 1998 to solicit stakeholder input as required by the authorization. The agency received many written comments as well. CSREES analyzed the comments and developed an implementation plan.	FY 1999 Omnibus Appropriations Act prevents CSREES from launching the program for FY 1999. CSREES is positioned to quickly launch this program when FY 2000 funds become available.
241	June 23, 1998	Agricultural Genome Initiative	This section authorizes the Agricultural Genome Initiative, for the purpose of making competitive grants and cooperative agreements to identify and develop a functional understanding of genes responsible for economically important traits in agriculturally important species and for other purposes. This section will provide guidance for USDA's genome activities and may use funds from any source authorized for agricultural genome work (see Section 401). Funds may also be used to consult with the National Academy of Sciences regarding genome activities.	The FY 1999 NRI supplemental RFP included a request for "Animal Genome Reagents and Tools." CSREES also published the 1999 RFP for the "U.S. Rice Genome Sequencing Project," a multagency competitive program with NSF and DOE.

Conference Title:

A National Science and Education Conference: Toward Implementing the "Guide to Minimize Microbial Hazards on Fresh Fruits and Vegetables"

Purpose and Scope of Conference:

The February 1998 "Initiative to Ensure the Safety of Imported and Domestic Fruits and Vegetables: Status Report to the President," calls for a National Food Safety Science and Education Conference. The purpose of the conference is to develop a process for providing education and outreach for domestic growers and producers of fresh fruits and vegetables. Conference participants will:

- Discuss the "Guide" with scientific experts, extension professionals, and industry
- Share current scientific and educational information and industry practices that can further enhance the microbiological safety of fresh fruits and vegetables
- Develop an educational framework for users of the "Guide"

There will be discussion on the most effective approaches for education and outreach, a review of the National Agricultural Statistics Service' Fruit and Vegetable Agricultural Practices Survey, and identification of science-based needs to further the implementation of the "Guide."

Target Audience:

The target audience includes extension specialists, growers, producers, buyers, processors, distributors, trade organizations, state and federal regulators, and educators who are involved in growing, harvesting, processing, and transporting fresh fruits and vegetables.

Major Goals of the Conference:

- To enhance the coalition-building process for those involved in implementing the "Guide"
- To determine education and outreach needs of growers and producers and the most effective and efficient methods of meeting those needs
- To identify research needs in support of implementation of the "Guide"

Steering Committee:

United States Department of Agriculture
Cooperative State Research, Education, and Extension Service
Foreign Agriculture Service
National Agricultural Statistics Service
Department of Health and Human Services
Food and Drug Administration
Center for Food Safety and Applied Nutrition
Centers for Disease Control and Prevention
Florida Fruit and Vegetable Association
Northwest Horticulture Council
United Fresh Fruits and Vegetables Association
Western Growers Association
National Association of State Universities and Land-Grant Colleges
Land-Grant University System
The National Alliance for Food Safety
The Association of Food and Drug Officials

Conference Dates and Location:

April 6-7, 1999
Location - Orlando, FL

Renaissance Orlando Hotel - Airport
5445 Forbes Place
Orlando, FL 32812
407-240-1000
407-240-1005 (FAX)

Room Rate: \$75.00
Reservation cut off date is March 16, 1999

Conference Content and Format:

DAY 1

Conference Format:

I. **(8:30 to 9:00)** Conference Introduction and Opening Comments (Plenary Session)

Session I will introduce the participants, present the purpose and scope of the conference, and outline what is to be achieved.

Welcome and Introduction of Session Moderator - Everett Emino, Assistant Dean for Research, University of Florida

Moderator: Eileen Kennedy, Undersecretary of Research, Education, and Economics, USDA - Opening Comments and Introduction of Deputy Secretary Rominger

08:30 USDA's Commitment to the Presidential Food Safety Initiative and the Initiative to Ensure the Safety of Imported and Domestic Fruits and Vegetables - Richard Rominger, Deputy Secretary, USDA (invited)

08:40 FDA Perspectives on the Safety of Fresh Fruits and Vegetables, Good Management Practices (GMPs), and Good Agricultural Practices (GAPs) - Janice Oliver, Deputy Director, Center for Food Safety and Nutrition, FDA (invited)

08:50 Industry Perspectives on the Initiative to Ensure the Safety of Imported and Domestic Fruits and Vegetables - Donna Garren, United Fresh Fruit and Vegetable Association

II. **(9:00 to 10:00)** Keynote Speakers - Current Perspectives on the Safety of Domestic Fruits and Vegetables (Plenary Session)

Moderator: Colien Hefferan, Administrator, CSREES, USDA

Session II will provide a brief overview of the President's Food Safety Initiative, the Initiative to Ensure the Safety of Imported and Domestic Fruits and Vegetables, and the development of a guide to minimize microbial risks in produce.

A. The President's Food Safety Initiative and the Safety of Domestic Fruits and Vegetables

09:00 Foodborne illness associated with fresh fruits and vegetables - Art P. Liang, MD, Centers for Disease Control and Prevention, DHHS

09:20 An Overview of the "Guide to Minimize Microbial Food Safety Hazards for Fresh Fruits and Vegetables" - Its development, uses, and intended audiences - Michelle Smith and Joyce Saltsman, Food Safety Initiative, FDA, DHHS

09:40 The NASS Fruit and Vegetable Agricultural Practices Survey - Greg Bussler, National Agricultural Statistics Service, USDA

(Break from 10:00 to 10:15)

III. **(10:15 to 12:30)** Current Strategies for Minimizing Microbial Hazards (Plenary Session)

Session III will focus on the presentation of strategies from industry, states, associations, and other collaborations and partnerships emphasizing current efforts to minimize microbial hazards in fresh fruits and vegetables.

Moderator: Charles Matthews, Florida Fruit and Vegetable Association

A. Roundtable Discussion on Strategies to Enhance the Safety of Fresh Fruits and Vegetables.

10:20 Government - Mary Aylin, Director, Produce Initiative, FDA; Robert Mandrell, Agricultural Research Service

10:50 Industry/Growers - Jasper Hempel, Western Growers Association

11:20 States - Jim Waddell, California Department of Agriculture and Association and Food and Drug Officials

11:50 Land-grant University Collaborations and Partnerships - Robert Gravani, Professor, Cornell University

12:20 Q&As

(Lunch from 12:30 to 1:30)

IV. **(1:30 to 3:30)** Emerging Strategies for Minimizing Microbial Hazards (Plenary Session)

Session IV will focus on current research and developing technologies for minimizing microbial hazards in fresh fruits and vegetables.

Moderator: Charles Sims, University of Florida

A. Presentations and Panel Discussion - Effective Interventions and Management Systems for the Control of Microbial Food Safety Hazards

01:30 Overview of current scientific research at the Cooperative State Research, Education, and Extension Service - Merle Pierson, USDA

01:40 Overview of current educational research at the Cooperative State Research, Education, and Extension Service - Jan Singleton, USDA

01:50 Overview of other research supported by the Food and Drug Administration - V. Kelly Bunning, FDA, DHHS

B. New/Developing Technologies that Focus on the Specific Sections of the "Guide"

02:00 Water for Production and Processing - Jerry Bartz, University of Florida

02:15 Manure and Municipal Biosolids - Jerry Kidder, University of Florida

02:30 Sanitation and Worker Hygiene; Transportation and Distribution - Trevor Suslow, University of California, Davis

03:00 Marketing Handling of Produce; Traceback - Jack Guzewich, FDA

03:20 Q&A

(Break from 3:30 to 3:45)

V. Effective Education and Outreach Strategies for Minimizing Microbial Food Safety Hazards for Fresh Fruits and Vegetables (Facilitated Work Groups)

Session V will be an interactive session focusing on the development of effective collaborative strategies for providing education and outreach to growers and producers of fresh fruits and vegetables. There will be 5 concurrent sessions. Each work group will include discussion about the research, outreach, and educational research needs that support effective education and outreach strategies.

Moderator and Presenter: Robert Gravani

3:45 to 4:15 The Development of a Regional Train-the-Trainer Education and Outreach Model for Growers and Producers — Implications for a National Model - Robert Gravani, Cornell University

4:15 to 4:30 Charge to the Work Groups

4:30 to 6:00 Facilitated Work Groups

Topics to Address:

1. Development of a Core Training Curriculum (Content and Target Audience(s))
2. Addressing Specific Commodities, Regions
3. Establishing an Effective Train-the-Trainer Network
4. Establishing Effective Collaborations and Partnerships
5. Fulfilling Education through Distance Education and Various Media (Including Multi-lingual Needs)
6. Research Needs (Production System and Educational Methodologies)

(6:00 to 8:00) Networking Reception

DAY 2

(8:00 to 10:00) Continuation of Session V, including preparation of small group reports

(Break from 10:00 to 10:15)

(10:15 to 12:30) Plenary Session with Interactive Discussion of Recommended Models for Education and Outreach (Small Group Reports and Facilitated General Discussion)

(15 minutes for each of 5 small group reports)

11:30 Facilitated Discussion and Q&As

12:15 Next steps: Agenda for future action

Closing Comments

Meeting Adjourned at 12:30

Proceedings of the Small Group Reports will be compiled and summarized
Results will be distributed to conference participants

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Appendix K

ARS Report



United States Department of Agriculture

Research, Education and Economics
Agricultural Research Service

February 22, 1999

To Whom it May Concern:

As you know, the President's fiscal year (FY 2000) budget was presented to Congress on February 1, 1999. The information which follows supplements that provided to you in an earlier letter which you received from ARS Administrator, Dr. Floyd Horn. Specifically, I will provide more detailed information relating to the impact of the budget on the eight-state Pacific West Area.

The President's FY 2000 budget recommendation for ARS is \$836,868,000. This is a net increase of \$51,350,000 over the current FY 1999 ARS appropriation of \$785,518,000. Increases will support Presidential initiatives in critical research areas:

Food Safety	\$11.72 million
Human Nutrition	\$20.25 million
Emerging Diseases and Exotic Pests	\$8.13 million
Food Quality Protection Act Implementation	\$3.17 million
Agricultural Genome	\$2.75 million
Sustainable Ecosystems	\$11.10 million
Global Change	\$15.3 million
Air Quality	\$2.0 million
Agricultural Information	\$2.0 million

Funding of these initiatives together with \$44,500,000 for facility modernization and new construction as well as some pay act costs resulted in a need for \$86,350,000 above the FY 1999 ARS budget. Thus, as in recent budget request to Congress, the FY 2000 budget for ARS proposes to terminate, or decrease the funding, of a number of ongoing research projects to assist in the funding of high priority Department and Presidential research initiatives.



Pacific West Area - Office of the Director

800 Buchanan Street • Albany, CA 94710-1105

Voice: 510.559.6060 • Fax: 510.559.5779 • E-mail: abetschart@ars.usda.gov

Agricultural Research - Investing in Your Future

The FY 2000 budget for ARS proposes to provide increases to research programs in the Pacific West Area totaling \$11,050,000. However, with the proposed decreases (\$7,451,300), the net increase would be \$3,598,700. The impact on specific locations within your state, together with information of the eight western states, is provided in the enclosure.

As you are aware, ARS is presently scheduled to appear before the House and Senate Appropriations Subcommittees on March 2 and 9, respectively. We are pleased with the recommended increase which represents continuing strong support for ARS. Please feel free to call (510-559-6060), fax (510-559-5779) or e-mail (abetschart@ars.usda.gov) if you need further information or would like to discuss the budget in more detail.

Sincerely,

/s/ 2/22/99

Antoinette A. Betschart
Area Director

Enclosure

**AGRICULTURAL RESEARCH SERVICE
PACIFIC WEST AREA
FY 2000 BUDGET SUMMARY**

<u>ALASKA</u>	Increases	Decreases
<i>Fairbanks</i>		
Global Change	1,000,000*	
<i>Palmer (Pullman)</i>		
Arctic Germplasm		(642,000)
ALASKA SUBTOTAL	1,000,000	(642,000)
ALASKA NET	358,000	

ARIZONA

<i>Phoenix</i>		
Global Change	600,000	
Food Safety - Pre-Harvest	300,000	
SUBTOTAL Phoenix	900,000	0
<i>Tucson</i>		
Global Change	600,000	
Sustainable Ecosystems	300,000	
SUBTOTAL Tucson	900,000	0
ARIZONA SUBTOTAL	1,800,000	0
ARIZONA NET	1,800,000	

CALIFORNIA

<i>Albany (WRRC)</i>		
Wheat Biopolymer Composites for Industrial and Food Use		(351,300)
Enhance Soybean Oil for Food/ Non-Food Uses		(669,800)
Enhanced Production of High- Value Carotenoids in Tomato		(391,800)
Conversion of Crops to Value Added Products - Directed Molecular Evolution		(318,500)
Ecologically-based Management of Salt Cedar (Tamarisk) in Western U.S.		(277,500)
Biocontrol of Yellow Starthistle (Extramural)		(84,900)

PWA FY 2000 BUDGET

	INCREASE	DECREASE
<i>Albany (PGEC)</i>		
Heavy Metal Chelation in Plants (Extramural)		(111,100)
ALBANY		
Agricultural Genome	400,000	
Emerging Diseases & Exotic Pests	50,000	
Sustainable Ecosystems (Albany and Davis)	600,000	
Food Safety - Post-Harvest	600,000	
ALBANY SUBTOTAL	1,650,000	(2,204,900)
ALBANY NET		(554,900)
<i>FRESNO/PARLIER</i>		
Groundwater Management for Crops		(241,400)
Air Quality	800,000	
FRESNO NET	800,000	
	558,600	
<i>SAN FRANCISCO</i>		
Human Nutrition Initiative	2,800,000	
CALIFORNIA SUBTOTAL	5,250,000	(2,446,300)
CALIFORNIA NET	2,803,700	
<hr/> <hr/>		
HAWAII		
<i>Hilo</i>		
Aquaculture Production Efficiency (OI) (Extramural)		(1,583,800)
HAWAII NET		(1,583,800)
<hr/> <hr/>		
IDAHO		
<i>Aberdeen</i>		
Feeds for Aquaculture		(250,000)
Biotech to Enhance Oat Production		(157,900)
Barley & Oat Germplasm		(98,800)
Oat Enhancement Through Molecular Methods		(98,800)
ABERDEEN SUBTOTAL	0	(605,500)
<i>Boise</i>		
Global Change	600,000	
<i>Kimberly</i>		
Sustainable Ecosystems	300,000	
IDAHO SUBTOTAL	900,000	(605,500)
IDAHO NET	294,500	
<hr/> <hr/>		

	INCREASE	DECREASE
OREGON		
<i>Burns</i>		
Global Change	600,000	
<i>Corvallis</i>		
Induced Cytokinin Changes in Wheat		(211,000)*
Partitioning Photosynthate		(172,700)*
On-Farm Utilization of Grass/Straw Residue		(211,400)*
Northwest Small Fruit Germplasm		(319,100)*
Hops Genetics		(71,400)*
Nursery Crops		(494,000)*
- Clonal Resources of Fruit, Nut, and Spec. Crops	--	(27,400)*
Hops Research (WA)		(75,900)*
CORVALLIS SUBTOTAL	0	(1,582,900)
<i>Pendleton</i>		
Global Change	300,000	
OREGON SUBTOTAL	900,000	(1,582,900)
OREGON NET		(682,900)
WASHINGTON		
<i>Prosser</i>		
Sustainable Ecosystems	300,000	
<i>Pullman</i>		
Wheat Resistance to Biotic/Abiotic Stress		(143,500)*
Preharvest Sprouting and Dormancy of Wheat		(66,000)*
Control of Wheat & Barley Rust and Smut		(134,300)*
Grain Legume		(247,000)*
Air Quality	300,000	
Global Change	300,000	
PULLMAN SUBTOTAL	600,000	(590,800)
PULLMAN NET	9,200	
WASHINGTON SUBTOTAL	900,000	(590,800)
WASHINGTON NET	309,200	
PACIFIC WEST AREA		
SUBTOTAL	11,050,000	(7,451,300)
NET	3,598,700	

* \$ expressed as Appropriated Funds (Gross). Net to Location (NTL) is 90% of Gross Funds.

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

**WESTERN DIRECTORS MEETING
SPRING 1999**

1. **ARS FY 2000 Budget** (handout)
2. **PWA FY 2000 Budget Increases and Decreases** (handout)
3. **PWA Leadership Conference, April 27-28, 1999**
 - Deans, Experiment Station Directors in PWA invited
4. **New Programs/Centers**
 - U. S. Pacific Basin Agricultural Research Center (PBRC), Hilo
 - Exotic and Invasive Weeds RMU, Albany
 - Aquaculture and Livestock Feeds from Fish Processing Wastes, Kodiak (cooperative with Univ. Alaska Fairbanks)
5. **New Leadership in PWA**
 - Andy Hammond, Assistant Director, PWA (vice Ralph Nave)
 - Jerry Quisenberry, Center Director, PBRC
 - Jim Seiber, Center Director, WRRC (vice Toni Betschart)
 - Sarah Hake, Center Director, PGEC
 - Bert Clemmens, Laboratory Director, Phoenix
 - Gary Banowetz, Research Leader, Corvallis
 - Larry Pusey, Research Leader, Wenatchee
 - Chuck Simon, Curator, Davis
6. **Research Leader Recruitments/Negotiations**
 - Research Leader, Vegetable and Forage Crop Production, Prosser, WA
 - Research Leader, Root Disease Research, Pullman, WA
 - Research Leader, Western Integrated Cropping Systems, Shafter, CA

7. **New Facilities Construction Underway and Planned**

- San Joaquin Valley Agricultural Science Center, Parlier, CA. Construction underway, occupancy planned in 2000 by staff from Fresno and Shafter.
- Western Human Nutrition Research Center, Davis, CA (Cooperative with UC Davis). Partially funded in FY 1998 and 1999. Design underway. Staff will vacate Presidio in April 1999 and occupy leased space at UC Davis until facility completed.
- U. S. Pacific Basin Agricultural Research Center, Hilo, HI. Partially funded in FY 1999. Design to begin soon. Look to additional funding in future appropriations.
- Maricopa Agricultural Center, feasibility/pre-planning funds appropriated, appropriation of design and construction funds needed from future appropriations.

8. **Northern Plains Area**

- Eric Roos, Assistant Director

9. **Southern Plains Area**

- The new 29,000 square foot facility to house Jornada Range research personnel fully funded in FY99. The facility will be located on the campus of New Mexico State University. Design underway. Planned occupancy early in 2001.

Appendix L
ESCOP Partnerships Committee

SUNEI Leadership

Steering Committee:

J. Scott Angle (MD AFS), Gerald F. Arkin (GA AES), Kerry Bolognese (NASULGC), Mike Burke (ACO-POR), Anne Datko (CSREES-NRI), Zane Helsel (FCOP-NJ), Charles R. Krueger (CSREES Liaison to SUNED), David R. MacKenzie (NERA), Terry Nipp (AESOP, Ltd.), Eldon Ortman (IPM-IN), Ralph Otto (CSREES-NRE), Lee E. Sommers (CO AES), Tim Strickland (CSREES-CENR), Dale H. Vanderholm (NE AFS), Albert R. Vogt (NAPFSC-MO), Melvin E. Walker, Jr. (GA 1890s), and Edward M. Wilson (CSREES-PAS).

Executive Committee:

Drs. Arkin, Krueger, MacKenzie, and Otto.

Project Coordinator:

Mary-Ellen Devitt
SUNEI c/o NERA
0106 Symons Hall
University of Maryland
College Park, Maryland 20742-5580

Phone: 301-405-4418

Fax: 301-405-5825

E-mail: md149@umail.umd.edu

Internet address:
<http://www.agnr.umd.edu/users/escop/sunei/homepage.htm>



University of Maryland

The University of Maryland's programs are open to all citizens without regard to race, color, sex, disability, religion, age, or national origin.

SUNEI

The
SAES/USDA-CSREES
National Environmental Initiative



SUNEI's Mission

SUNEI's foundation is the thriving Federal-state partnership between Land-Grant

Universities and USDA-

CSREES. A primary

goal of SUNEI is to

broaden this partner-

ship to include other

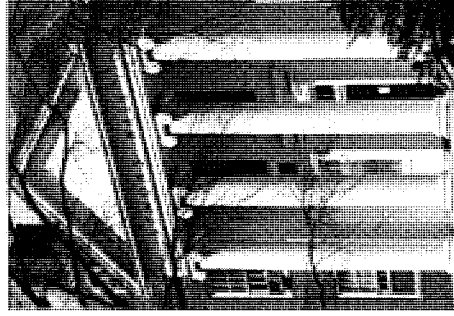
agencies involved in

environmental

and natural resource

management

programs and research.



Environmental education and outreach

One of the Land-Grant University System's greatest assets is its swift transmission of valuable scientific research and best

management practices for agriculture and natural resource management through the Cooperative Extension Service. State Agricultural Experiment Stations conduct a significant amount of research, which not only reaches the scientific community, through journals, but also is extended to agricultural and natural resource managers, through bulletins, fact sheets, newsletters, and educational programs.

SUNEI plans to work with the National Aeronautics and Space Administration's (NASA) Office of Mission to Planet Earth to train extension agents in using geospatial tools for implementing precision agriculture more quickly. SUNEI also intends to work

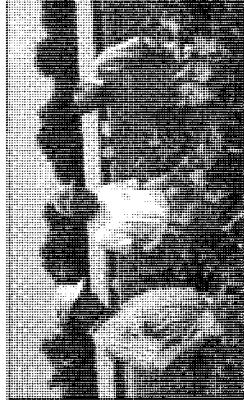


with the U.S. Environmental Protection Agency (EPA) on management programs for improving local environmental decisionmaking. Although SUNEI's first mission will

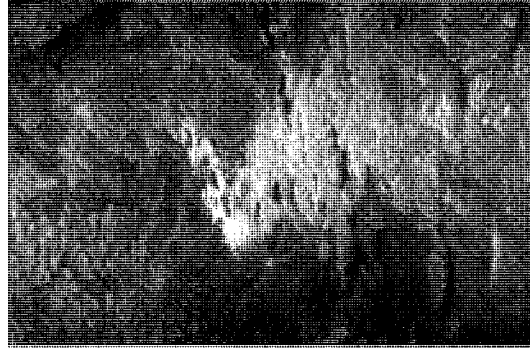
be to facilitate the training and education of land and natural resource managers about methods of operation friendly to the environment, eventually, SUNEI expects to help develop environmental science curricula for teachers, K-12, and teachers in training.

What does "SUNEI" stand for?

The Experiment Station Committee on Organization and Policy (ESCOP) was the catalyst for SUNEI. ESCOP mobilized two organizations, the State Agricultural Experiment Stations (SAES) and the U.S. Department of Agriculture-Cooperative State Research, Education, and Extension Service (USDA-CSREES), to work together on this environmental initiative. The name SUNEI originated by combining letters from each organization, "S" and "U" and adding "N," "E," and "I," for National Environmental Initiative.



Water and watershed management



Several SUNEI projects in watershed management are underway. Because of SUNEI's efforts, USDA will join EPA and the National Science Foundation in a grants program. "Opportunity for Grants in Water and Watersheds" will award \$9 million for research and extension programs in fiscal year 1998.

SUNEI also plans to encourage research to:

- develop an inventory of watershed and water quality projects;
- analyze the methodology used to define watershed boundaries to determine a best scientific standard; and
- investigate methods for tracking and monitoring nonpoint sources of water pollution (e.g., geospatial data, nutrient management plans).

Land-use planning and management

Research shows that a relationship exists between run-off—from urban, suburban, and rural lands—and ecosystem health. Thus, an effective way to balance environmental protection and economic growth is through sound, local land-use planning and management. SUNEI, therefore, hopes to use the Non-point Education for Municipal Officials (NEMO) Project as a model for national land-use planning strategies. Based at the University of Connecticut, NEMO uses remote sensing and GIS (geographic information systems) tools to educate municipal leaders about the links between land use and natural resource protection and encourages regional strategies. In addition, SUNEI will continue its work with interagency teams to improve land-cover data and land management practices.

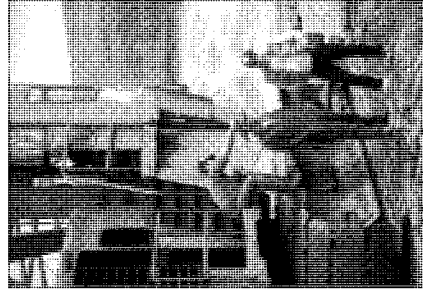
Environmentally and economically sound agriculture

Managers face pressures that demand profitability and environmental stewardship. SUNEI's activities in this area include: 1) encouraging agricultural and natural resource managers to practice precision agriculture and to use geospatial tools; and 2) promoting alternatives to traditional agriculture that are economically feasible and environmentally

SUNEI'S FOCUS

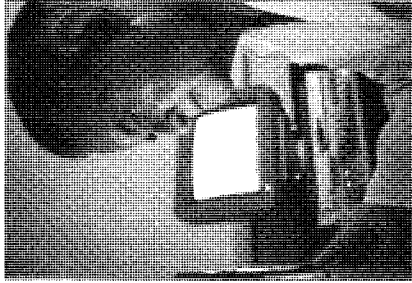
SUNEI concentrates on five project areas:

1. Environmental education and outreach
2. Water and watershed management
3. Land-use planning and management
4. Environmentally and economically sound agriculture
5. Environmental modeling and forecasting



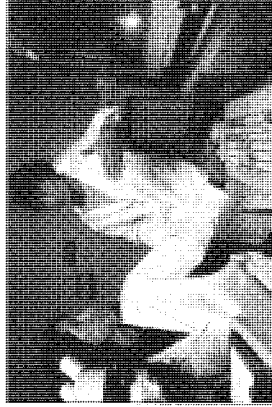
Environmental modeling and forecasting

Forecasting helps agriculture and natural resource managers to improve yields, environmental practices, food security, and profits. Forecasting and modeling fall into two categories: 1) predicting natural events/disasters and their impact on the environment; and 2) assessing economic risks and predicting market forces.

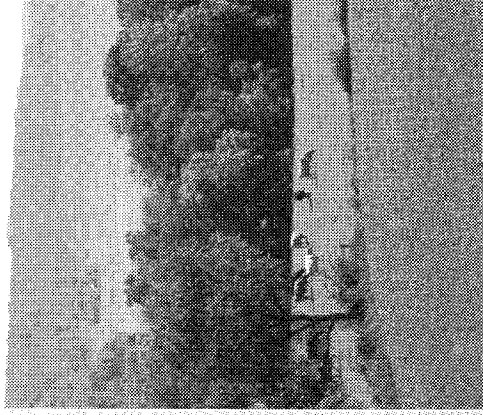


SUNEI works with Land-Grant University scientists, USDA, and other agencies—including

NASA and the National Oceanic and Atmospheric Administration—that develop models for forecasting in areas such as: weather and climate change; pollution monitoring and detection; biological pest and disease management; disaster management; crop damage and loss assessment; global production; and market/economic assessment. Through SUNEI, USDA and NASA will share geospatial information that will form the cornerstone for activities in this area.



SUNEI's collaboration with NASA's Office of Mission to Planet Earth will help promote the use of NASA data for managing agriculture and natural resources.




Appendix M
IPM Host Institution



College of Agriculture
Office of the Dean

P.O. Box 3354
Laramie, Wyoming 82071-3354
Phone: (307) 766-4133
Fax: (307) 766-4030
E-mail: agrdean@uwyo.edu
Homepage: www.uwyo.edu/ag/

TO: Dick Heimsch, Chair
Western Association of Agricultural Experiment Station Directors

FROM: Jim Jacobs, Chair 
Sub-committee on Western IPM Program

DATE: March 5, 1999

SUBJECT: Recommendation of Host Institution for Western IPM Program

Following is the recommendation from the IPM subcommittee for consideration and action by the Western AES Directors at their meeting in Kona. A similar memo is being sent to Victor Artero, who is chair of the Western Extension Directors. You may want to contact Victor to see if they have acted on the recommendation prior to our meeting in Kona. His e-mail address is vartero@uog9.uog.edu.

A six member committee was established to review the proposals received to serve as host institution for the Western IPM Program. The committee had good representation from both research and extension.

Four excellent proposals were submitted to serve as coordinator and host institutions for the Western IPM Program. The four host institutions and coordinators are listed below.

Institution:	Coordinator:
University of California	Dr. Nick C. Toscano
University of Idaho	Dr. Michael J. Weiss
Montana State University	Dr. Barry J. Jacobsen
Oregon State University	Dr. Ray D. William

A copy of the call for proposals to serve as Host Institution is attached. Committee members ranked the four proposals based on the criteria listed in the RFP. With the high quality of the proposals, ranking the four proposals was extremely difficult and the final ranking was very close. The committee's recommendation is that the University of California, Riverside serve as Host Institution for the Western IPM Program.

If you have any questions, I would be happy to discuss the committee's recommendation with you. Do you want copies of the proposals made available at the Kona meeting for review to interested Directors?

The University of Wyoming is an equal opportunity/affirmative action institution.

Appendix N
1999 Summer Meeting



Western Land Grant Joint Summer Meeting


1999

When the grand dame of American ski resorts turns green, something unique happens in Sun Valley. Long summer days under 15 hours of luxurious sunshine allow for unlimited play in a village boasting more recreation than any other resort of its kind.

Golf Digest says Sun Valley Golf Course is one of the top 75 in the nation, and #1 in Idaho. Tennis magazine claims Sun Valley ranks as one of the top 50 tennis resorts in the United States.

Golf and tennis only set the stage for boundless recreational opportunities. Guests will find nestled in the Sun Valley village, horseback riding, trap and skeet shooting, ice skating indoors and out, swimming, fly fishing, biking and rollerblading. All of this surrounded by the splendor of three mountain ranges and the 756,000-acre Sawtooth National Recreation Area. All of this is topped off with magical evening outdoor ice shows off the terrace of the Sun Valley Lodge.

See you in Sun Valley!!



Sun Valley, Idaho
July 11-14, 1999

*College of
Agriculture*
 University of Idaho

Preliminary Agenda
Western Directors Summer Joint Meetings
July 11, 1999 to July 14, 1999

Saturday, July 10

Ice Show and Dinner (optional)

Sunday, July 11

8:00 a.m.- 5:00 p.m.

RIC Meeting

5:00 p.m.-7:00 p.m.

Experiment Station Executive Session

6:00 p.m.-8:00 p.m.

Registration

7:00 p.m.-9:00 p.m.

Welcome Reception

Monday, July 12

7:00 a.m.- 8:30 a.m.

Continental Breakfast

8:00 a.m. - 9:45 a.m.

Open Plenary Session

9:45 a.m. - 10:15 a.m.

Break

10:15 a.m. - 12:00 p.m.

Plenary Session Continues

12:00 p.m. - 1:30 p.m.

Lunch on own

1:30 p.m. - 3:00 p.m.

Committee Meetings

WAHS; WAAESD; WCARET; WED; WIADA; WAPS

3:00 p.m. - 3:15 p.m.

Break

3:15 p.m. - 5:00 p.m.

Committee Meetings Continue

6:00 p.m.

Dinner

Tuesday, July 13,

7:00 a.m. - 8:30 a.m.

Continental Breakfast

8:00 a.m. - 9:45 a.m.

Plenary Session

9:45 a.m. - 10:15 a.m.

Break

10:15 a.m. - 12:00 p.m.

Intercommittee Meetings

12:00 p.m.

Lunch on own

1:30 p.m. - 2:15 p.m.

Intercommittee Meetings

2:30 p.m.

Activity/Tour or Intercommittee Meetings

7:00 p.m.-9:30p.m.

Dinner/Entertainment (off site)

Wednesday, July 14

7:00 a.m. - 8:30 a.m.

Continental Breakfast

8:00 a.m. - 9:45 a.m.

Committee Meetings

WAHS; WAAESD; WCARET; WED; WIADA; WAPS

9:45 a.m. - 10:15 a.m.

Break

10:15 a.m. - 12:00 p.m.

Plenary Session Wrap-up Session

12:00 p.m.

Luncheon - speaker - TBA

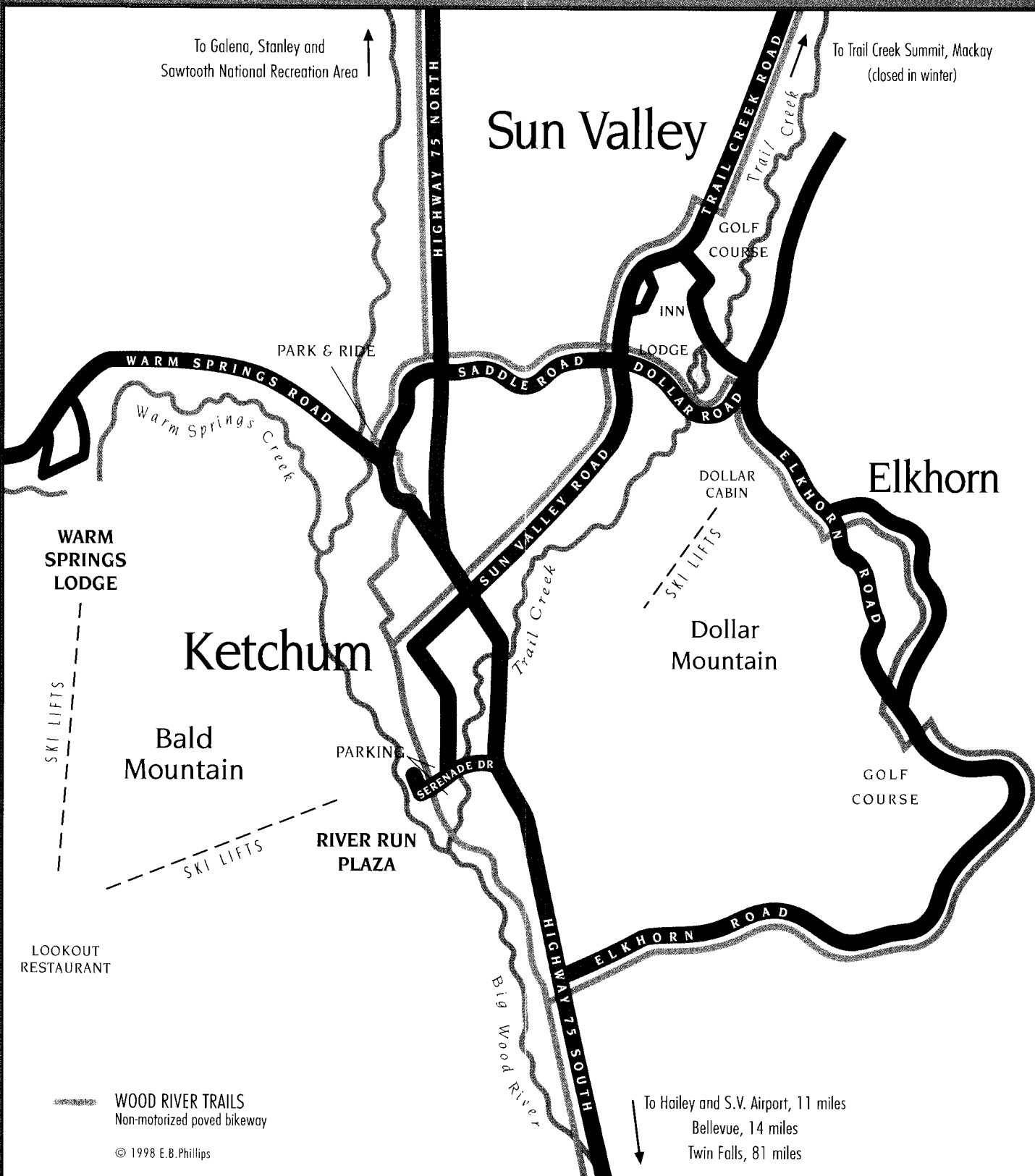
1:30 p.m. -

Golf, Rafting Activities

To Galena, Stanley and
Sawtooth National Recreation Area

Sun Valley

To Trail Creek Summit, Mackay
(closed in winter)



WARM
SPRINGS
LODGE

Ketchum

Bald Mountain

RIVER RUN
PLAZA

Dollar Mountain

Elkhorn

GOLF
COURSE

WOOD RIVER TRAILS
Non-motorized paved bikeway

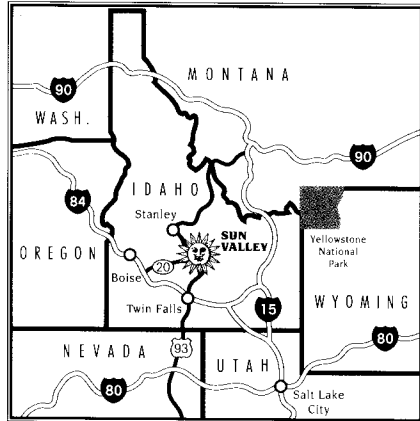
© 1998 E.B. Phillips

To Hailey and S.V. Airport, 11 miles
Bellevue, 14 miles
Twin Falls, 81 miles



Follow the Sun to Sun Valley

Airline connections to the Wood River Valley can be made from all major surrounding cities. Airlines serving the Sun Valley airport include Alaska's Horizon Air and Delta Connection, Sky West. By car Sun Valley is 2 1/2 hours from Boise, or 4 1/2 hours from Salt Lake City.



Cover photo: *The Opera House*, circa 1940. Back cover photo: *Four Kids on a Horse Named Nevada*, circa 1938. Sun Valley promotional photos, colorized by Vickey Hanson, Sun Valley Flashback.



1-800-786-8259
www.sunvalley.com



Resort Maps



Welcome to Sun Valley!

Amid the splendor of Idaho's majestic mountains, Sun Valley has reigned as the World's first and finest destination resort since 1936. Combining nostalgic glamour, alpine charm and luxurious guest facilities, Sun Valley remains the ultimate timeless resort for all seasons.

Sun Valley, Idaho

SUN VALLEY RESORT



To Sun Valley Gun Club and Trail Creek Cabin
 609-629
 630-637
 638-646
 647-667

Golf Pro Shop/Nordic Center
 Hospital
 Sinclair Gas Station
SUN VALLEY INN
 Sun Valley Opera House
 Village Shops
 Sports Center
SUN VALLEY LODGE
 Directory

Baldy Mt. Bus Turnaround
 Guest Cottage
 Presidents' Cottage
 Harriman Cottage
 Eccles House
 Lake Constance
DOLLAR MEADOWS CONDOMINIUMS
VILLAGER CONDOMINIUMS
DOLLAR CABIN
SNOW CREEK CONDOMINIUMS
JANES NEHUES

RINKS
 LODGE
 APARTMENTS
COTTONWOOD CONDOMINIUMS
 Horsemen's Center
 To Ketchum
 Bald Mountain
 (WARM SPRINGS)

Saddle Road
 Dollar Road
 Sun Valley Road
 Bike Path
 To Ketchum
 Bald Mountain
 (WARM SPRINGS)

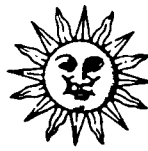
1) 701-723
 2) 724-746
 3) 747-769

4) 770-792
 5) 801-814
 6) 815-834

7) 835-855
 8) 856-871
 9) 872-887
 10) 888-906

Convention Facilities

- SUN VALLEY INN**
- The Ram
 - Continental Room
 - Board Room
 - Divide Room
 - Limelight Room
 - Inn Promenade
 - Columbine Room
 - Camas Room
 - Edelweiss Room
 - Inn Ski Room
 - Lupine Room
- SUN VALLEY LODGE**
- Sage Room
 - Sun Room
 - Lodge Terrace
 - Lodge Dining Room
- SUN VALLEY OPERA HOUSE**



Western Land Grant - Volume 1

July 11 - 14, 1999

Sun Valley, Idaho

Reservation Request

Confirmed reservations require an advance deposit equal to one night's room rental plus tax. **In order to expedite your reservation, simply call our Reservations Office, at 1-800-786-8259.** Or, if you wish, please complete this form and return it to our **Reservations Office, Sun Valley, Idaho, 83353.** A confirmation of room reservations will be forwarded upon receipt of deposit. **Please Make Reservations Early For Best Selection!** If accommodations requested are not available, you will be notified so that you can make an alternate selection.

SUN VALLEY INN: (Single or double occupancy)

Standard (queen-sized bed).....	\$ 95.00
Medium (queen-sized bed).....	\$ 110.00
Deluxe (king-sized bed).....	\$ 135.00
Deluxe (two double sized).....	\$ 145.00
Three Bedroom Inn Apartment.....	\$ 399.00

SUN VALLEY LODGE: (Single or double occupancy)

Standard (queen-sized bed).....	\$ 120.00
Medium (king-sized bed).....	\$ 135.00
Medium (2-double sized beds).....	\$ 150.00
Deluxe (king-sized bed).....	\$ 165.00
Deluxe (two queen beds).....	\$ 180.00
Lodge Balcony.....	\$ 229.00
Family Suite.....	\$ 274.00
Parlor Suite.....	\$ 379.00

DELUXE LODGE APARTMENTS AND WILDFLOWER CONDOMINIUMS:

Bedroom only (Lodge I).....	\$ 110.00
One Bedroom (up to 2 people).....	\$ 279.00
Two Bedroom (up to 4 people).....	\$ 349.00
Three Bedroom (up to 6 people).....	\$ 409.00

STANDARD SUN VALLEY CONDOMINIUMS:

Atelier, Cottonwood, Dollar Meadows,
Snowcreek, Villagers I & Villagers II

Studio (up to 2 people).....	\$ 129.00
One Bedroom (up to 2 people).....	\$ 199.00
Two Bedroom Atelier (up to 4 people).....	\$ 199.00
Two Bedroom (up to 4 people).....	\$ 219.00
Three Bedroom (up to 6 people).....	\$ 249.00
Four Bedroom (up to 8 people).....	\$ 299.00

Extra Person.....\$ 15.00

(These rates do not include tax, which is currently 9% and subject to change)

Reservations Deadline: This room block will be held 45 days prior to groups arrival. Reservations will be accepted on a space available basis.

Check-In Policy: Check-in Time is after 4:00pm. Check-out time is 11:00am.

Cancellations: No deposit refunds on cancellations received less than 14 days prior to arrival, you will be billed the first nights room & tax. There is a \$25.00 processing charge on all cancellations.

YOUR NAME: _____ ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

Telephone: (daytime) _____ (evening) _____

Accommodations Requested: _____ Rate: _____ # in party _____

I Will Need Complimentary Sun Valley Airport Transfer: YES ___ NO ___ Flight Information: _____

Arrival Date: _____ Departure Date: _____

SUN VALLEY COMPANY ACCEPTS: MasterCard, Visa, Am.Express, and Discover

Please place the \$ _____ Deposit on my _____

My Credit Card Number Is: _____ Exp. Date: _____

Name As It Reads On The Card _____

Appendix O

A Basis of a Vision for US Agriculture

A White Paper - by Robert D. Heil, Executive Director
Western Association Of Agricultural Experiment Station Directors
Colorado State University
Fort Collins, Colorado 80521
Phone: 970 491 6280

*Edited
Version
by
Dave Hanson*

A BASIS OF A VISION FOR U.S. AGRICULTURE

GOAL: CREATE A LONG TERM WIN-WIN SITUATION FOR U.S. AGRICULTURE

The following few words from someone who lived centuries ago and from someone who is living today, perhaps describe what every human being desires and aspires to.

Aristotle used the words of "survival and fulfillment" as the keys to describing the fundamental needs and desires of human beings. And Dr. Norman Borlaug, who was awarded the Nobel Peace prize in 1970 for his contributions to the green revolution used the following title in a speech he made to Rotary International in March, 1998. "Food and Education: Pillars of Peace".

The above few words could help formulate a very powerful vision for mankind, and more specifically for U.S. agriculture which through its astounding success during the latter half of this century, has provided a foundation for improving the fundamental well-being of Americans and other peoples of the world. But even with this success there remains a serious challenge to the stability of U.S. agriculture and our rural communities. Perhaps we can find the answer to this challenge by focusing on the few words of Aristotle and Borlaug. Survival, fulfillment, food, and education certainly are words that ring out as being the foundation of the evolution of this country when one looks at our history from colonial times up to the present. The U.S. in the colonial period, and for decades after was an underdeveloped nation.

Wheeler McMillen in his book entitled "Feeding the Multitudes" (1981), writes the following:

"All in all, what farmers have accomplished in the United States may stand as the greatest achievement in mankind's history. They indeed have fed the multitudes; they have seeded the great cities; they have provided the raw materials from which most of the American affluence has emerged. They have set a pattern and have created techniques that, adapted and modified to fit conditions in other lands, can enable developing countries to nourish their people, to accumulate industrial capital, and to build for themselves new standards of living. By utilizing scientific research, and by applying their intelligence and managerial skills, American farmers have achieved these spectacular advances. Farmers occupy a unique, indispensable, and undisputable position in the world".

So the question becomes "How can U.S. agriculture now expand its success in our own country to an international dimension as a means toward stabilizing the long term well being of U.S. agriculture and our rural communities, driven by a vision which is founded on a few simple but powerful words.

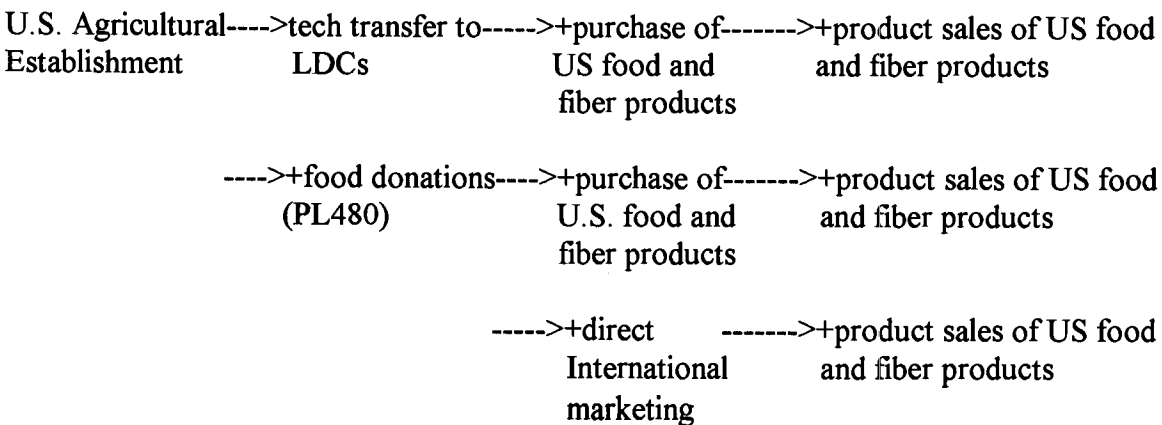
Consider the following:

- a. In the world today, 800 million children suffer from serious malnutrition leading to death. This number is projected to increase to 1.2 billion early in the next century if nothing is done to improve the economic condition of areas where they live. We must understand that food security is really an issue of poverty-lack of purchasing power. Agriculture and rural enterprise technology must play a central role in helping to raise income levels.
- b. 1.3 billion people in the world exist on less than U.S. \$1.00/day.
- c. For every \$1.00 increase in the income of these people, 60% will be spent on food.
- d. More than 900 million people are illiterate.

These facts alone should be sufficient to stimulate our desire to ask the question of “ How can U.S. agriculture address this terrible condition and at the same time contribute to its own well being.? The answer to this question perhaps can be found if we can commit to a collective vision founded upon the words “survival, fulfillment, food, and education”.

What if the U.S. agricultural sector, with the producers, processors, marketers, and distributors were to take the lead, working with the land-grant institutions, policy makers, foundations, etc.? What if these groups embarked on a collective vision which, rather than focusing on international competitiveness, was to focus on developing a multi-pronged approach? The prongs include (1) increasing access by all human beings to knowledge that will help eliminate human disease and hunger, (2) giving everyone the nourishment of mind to achieve their potential and desired fulfillment in their lives, and (3) in cases of great need, providing directly nourishment of body..

David Hansen, Director of International Agricultural Programs at Ohio State, has captured this multi-pronged approach as follows:



Currently, the public sector, Foundations and other voluntary organizations are involved to a greater or lesser degree in the first two chains and the private sector is mostly involved in the final chain. Creating a collective vision with the private sector playing a major role along with the public sector, foundations, etc., has the potential to greatly enhance the market base for US agriculture and at the same time lead to major improvement in the lives of millions of people throughout the world,

Many organizations around the world are working to do some of the above. But the effort is orders of magnitude less than what is needed. The private sector of U.S. agriculture annually spends millions if not billions of dollars to market its products domestically and internationally. And often times different commodities are competing against each other for the same consumer dollar. This does not result in expanding the market. Dr. Hansen has used the notion of mutual gain as perhaps another way to describe the concept being proposed in this paper.

A model exists to help establish a framework for strengthening these efforts. It is the "polio plus" program initiated by Rotary International several decades ago. The collective efforts of the international network of Rotary International, with a strong commitment by its leadership and by Rotary Clubs throughout the world, has help to eradicate polio in the world. Could Rotary International take on the cause of eliminating poverty and hunger in the world, consistent with the few words of Aristotle and Borlaug? Could U.S. agriculture join with Rotary International to work toward this common goal? Or could another similar service organization be founded -- perhaps Agriculture International with clubs throughout the world -- dedicated to the eradication of poverty and hunger?

The modus operandi of the program, whichever the sponsor, would include:

- a. creation of an international network using the Cooperative Extension model for outreach to all people; and
- b. creation of a network to foster exchanges of students, farmers, processors, marketers, policy makers, etc. to ensure that relationships are developed that will provide long term dialogue and cooperation.

A few of the conditions necessary to make this a reality are (1) a simple vision; (2) a formidable and complex task, (3) a fundamental change in the thinking relative to how U.S. agriculture participates in the global arena, (4) a fundamental change in policies, (5) a commitment by all world leaders and everyone involved in agriculture, and (6) a link to existing efforts.

The land grant institutions and/or the Rotary may need to take the leadership in such an effort. As a first step, it may be appropriate to hold a conference involving U.S. agricultural groups, Rotary and other community level organizations to present and to debate this concept. Representatives from Rotary International and other community based organizations could be invited to describe their organizational structure, purpose, and goals and agricultural organizations could share

similar information. Results of this conference could be used to engage broad based support and to formulate strategies for proceeding further if there is a desire to do so.

In closing, following is quoted the final remarks of Dr. Borlaug in his presentation to Rotary International.

“World peace will not be built on empty stomachs. Deny farmers access to modern factors of production-such as improved varieties and hybrids, fertilizers, and crop protection chemicals-and the world is doomed - not from poisoning, as some say, but from starvation and social chaos. Let us not forget that food and education are the essential pillars of peace.”

December, 1998

Chapter 7

The Target Plan vs. the Proposal

TR

~~To replace the proposal, we suggest a document we shall call the target plan. The concept has two origins. One is the for-profit world, where a business plan is developed to both establish the feasibility of a new enterprise and provide an implementation road map. Our second starting point is the framework of strategic planning. While the concept is too often misunderstood and abused, the notion of strategic direction is most useful. In defining the target plan as a derivative of a business plan, we are not attempting to bring the private sector to government. Rather, we believe that tools for seeking outcomes from business can be effectively adapted to investing in the public sector. Indeed, it is one of many ways in which business and government can learn from each other.~~

~~While the proposal and the target plan are very different, a comparison is usefully drawn between elements in these documents.~~

From: Outcome Funding
A New Approach to
Targeting Grantmaking
Williams, Webb, and Phillips

<u>The Proposal</u>	<u>The Target Plan</u>
Needs Statement.....	The Market/Customers
Goals & Objectives.....	Performance Targets
Project Description.....	The Product →
Work Plan.....	Milestones
Staffing Plan.....	Key Individuals
Credentials of Proposing Group.....	Organization Support
Evaluation Design.....	Verifications
Line Item Budget.....	Financial Projections
Letters of Support.....	Customer Evidence

Starts with the end in mind. The future and works backward

We now look at the sections which should typically be included in a target plan. Not all elements need be included in all plans and the particular order and wording of sections is not critical. Indeed, some formats can be remarkably short; and even with all elements included, the plan should be shorter than the proposal.

The Market and Your Customers

Define the number and characteristics of the customers your program will serve. Indicate how they are different from the broader population of those with the need you address.

In government, we think in terms of "target population" defined by need. Outcome Funding introduces the concept of the market—those individuals who are potential users of the program offered.

Typical terms to define participants in publicly funded programs include clients, patients, consumers, persons at risk, and violators. We suggest the word customer. It may seem an odd label, since persons served by government are often seen as beyond choice, either because they do not

~~have the means to exercise it or because they are bound by mandate or dependency to a given service or enforcement action. But clients are customers precisely because they do have a choice. We can offer all the workshops, media campaigns, counseling sessions and other activities that we wish, but if a person does not choose to stop smoking, use a park, avoid pregnancy, find and keep a job, or obey the speed limit, the program cannot achieve its results. In reality, the program is as dependent on participants for its success as the participants are dependent on the program for help. People as customers often have a variety of options available to deal with their needs—including more than one available service.~~²⁰

Since our first edition, we do recognize that the quality movement has "customered" many of us near to death. If you choose a different word, that's fine! ~~In our terms, customers are these people, generally external to an agency, who participate in programs and are expected to gain a benefit and/or undertake to change something.~~

~~In proposal logic, needs statements are important to show that the applicant understands the complexity and the depth of the overall problem, as well as its causes. In contrast, the market section focuses not on the need itself but on those who have it. More specifically, it discusses those individuals who the program will serve.~~

~~Distinguishing customers from a general population with a given need is a critical part of definition. Projects which state they are equally applicable to all persons within a needs category tend to be less effective than those which are designed specifically for a subset of that population. In government programs, as in suits, one size rarely fits all. If the implementor has not identified and differentiated customers, they literally lack a starting point.~~

Profile a small cross-section of individuals typical of people to be served by the program. Explain why those people want the program or can be persuaded to try it.

The profile of individuals underscores the essential value of depth over breadth. A critical factor in predicting project success is the extent to which the implementors vividly and deeply know the people they will serve. This is a knowledge shown through specifying who a typical participant is and why they will engage in the program. Reasons why the implementor believes people *need* a project are less relevant than reasons people *want* and will *use* it.

Specify any intermediaries whose involvement is critical for your program to work. Indicate why they will cooperate.

In a surprising number of cases, the first people who must be sold on participation in a program are not its beneficiaries but members of another group without whose involvement the implementor cannot get to the customer. Further, the needs of the intermediary may well be different from that of the "end-user." For example, a program whose product is drug prevention may have an approach that calls for entering public school classrooms to provide important information to children. While it is useful to keep in mind the needs of young people in order to engage them, this cannot be the initial focus. Rather, the very different needs of schools and teachers must first be met if the children are ever to get the message. Teachers need assurance, for example, that this program will, at worst, not add to their workload or make it impossible to cover the required curriculum in the time allowed, and at best, may actually be helpful to student learning.

If a needs statement is to be done, let the investor do it. They know what they require as data so that a balanced set of

~~programs that work effectively at a comprehensive scale. They are the experts on the need. Let the implementors show that they, in turn, are experts on some specific kinds of people who have that need and with whom they will work.~~

Performance Targets

~~Specify the performance targets you are committed to achieving, and indicate the reason for not setting lower or higher levels.~~

~~In contrast to goals and objectives, which tend to be multiple and broad, results in the target plan are focused and narrow. They speak to what will occur for customers if the program is successful. For health and human service programs, performance targets refer to something that a respondent does as a result of receiving a program service or other form of "treatment." In other cases, the targets refer to the level of customer satisfaction that a particular program achieves, i.e., timeliness and completing of applying for a building permit. A program in prenatal services may have as a target that fifty at-risk pregnant women will visit a health clinic regularly before delivery and follow the advice they receive.~~

~~Most performance targets can and should be stated in observable terms. "Enhanced self-esteem" for pregnant women is not a target until we know what that means. Just what will be different in a person with higher self-esteem?~~

~~The second part questions the rationale for the level of target performance. The investor wants to know that the level is set sufficiently high that it will be a real "stretch" for the implementor, and yet not be unrealistic. Success is not necessarily defined as having reached or exceeded a target. In fact, the reverse might be more accurate. In general, this discussion will include a baseline condition, defined as how~~

many of the program customers are likely to achieve a program target without the program.

~~List any significant secondary effects or consequences which may be associated with reaching your performance target, including adverse as well as beneficial ones.~~

All projects have the potential to do harm as well as good. A person who stops smoking may also stop drinking—or he/she may gain many unhealthy pounds. In at least some cases, possible side effects can be defined prior to a project when there is time to anticipate strategies to enhance positive consequences and inhibit or avoid negative ones. An in-depth discussion of performance targets and how to define them, is the sole subject of Chapter 12.

The Product

~~Specify your product, its key features and its comparative advantages over other products offered to achieve the same performance targets and outcomes.~~

The proposal assumes that the program can be defined as the total of its activities. Reviewers look for aggregates of actions that sum to comprehensiveness. In contrast, the target plan believes in definition by core, not periphery. To get at the essence of what is proposed, investors want something that is clear and as literal as possible. The preferred term is product. Whether in private or public sectors, products mean services as well as goods. Products, unlike processes, cannot be judged successful by their makers. Products have value only in reference to customers who live in a world external to the organization which created them.

~~Virtually all programs funded by government can be defined in product terms. The Rensselaerville Institute, for example, has long been a national leader in promoting self-~~

help as a way by which communities can get needed housing, as well as such public goods such as water and wastewater systems. The Institute defines self-help as a product, with certain features and a clear sense of the customers to whom it is applicable. It is a product that has an instruction manual, a clear list of benefits to users, and effective packaging. The Institute moved to a product focus after experiencing the limitations of communicating and selling self-help as a program or system. In its early days, The Institute was steeped in the mystique of process. It spoke of the values of self-help and the difficulty of explaining it until one had experienced it. What it learned is that small towns considering the approach wanted to cut through abstractions and learn just what self-help meant to them. They wanted to know exactly how much time they would contribute and what they would gain from it. They also wanted a list of satisfied customers!

Effective products invariably have one or more features that give them a comparative advantage over other products. Many relate to quality. For the product of self-help, for example, The Rensselaerville Institute defines one measure of quality as a minimal cost savings. If a given self-help application cannot save at least 30% over alternate approaches, it has not met its quality standards.

At best, quality definitions become integral in the notion of the product itself. For example, when Caterpillar Tractor states as its mission "48-hour parts service anywhere in the world," it tells you not only its quality standard but also that it is not truly selling equipment at all. It is in the service business, selling reliability of equipment use even in remote locations.

Another kind of feature addresses intensity. In general, some minimal level of a treatment or service is needed before a result can be presumed likely. Without that

minimum, the program, from the investor's view, wastes money. This may well suggest that impressively large customer numbers achieved at the expense of reduced intensity may hurt, not help.²¹

Milestones

What are the critical milestones which you must achieve if you are to reach results?

The work plan and deliverables scheduled in the proposal are designed to highlight activity sequence and reports. From the investor perspective, the point of a project is not its documentation anymore than it is the activities documented. ~~The real question for the investor during the project is simpler and more elusive: Is this project on track to achieve its targets? Activity check-off and report completion are poor ways to address this.~~ If compliance were the equivalent of high performance, every teacher who completed next week's lesson plan by Friday at noon would be a brilliant educator.

~~A much more effective way to track progress toward performance targets is to understand those key accomplishments or threshold points through which project participants must pass if it is to be successful. These are called milestones. The subject is sufficiently important as to warrant detailed discussion as Chapter 13.~~

Key Individuals

Profile those individuals who will have the most responsibility for shaping your product, connecting it to customers, and achieving performance targets. Focus on energy, capacity, and commitment.

In contrast to the staffing plan approach of the proposal, capacity is not inferred from degrees or seniority. The focus is on the attributes of those who will implement.

high-performing as one with thirty. Indeed, beyond some initial period to "learning the ropes," experience can do as much harm as good. The person whose constant preface is, "I've been doing it this way for twenty years" is not reassuring. In most fields, doing something without change for five years—let alone twenty—is suspect.

Skill and knowledge as keys to capacity should be backed up by specifics. Expressions such as "good with people," or even "well-organized," are meaningless. Skills and knowledge must also be related to project requirements. The search is not for "good people" in a generic sense. It is for the right people for a given project. Specific instructions in the plan can help here. For example, "Name the most important three skills and points of knowledge that you have, and define their contribution to achieving results."

Opportunistic ability is a third factor. While the word is seen by some as a negative, the focus upon seizing opportunities covers a key strength. Timing, for example, can be everything in a project. The right person sees the clock and the calendar as an opportunity for timely interventions; the wrong person sees them as the steady backdrop on which activities are recorded.

A final characteristic is *commitment*. In proposal thinking, commitment quickly becomes viewed as dedication and presumes philosophy and belief. Regretfully, commitment of this nature often reduces to rhetorical fervor. This is not enough.

In the private sector, probably the most important negotiation prior to a final investment decision concerns the ways in which key implementors are locked into the deal. The investor wants to know that the implementor's own assets—home, cars, whatever—are literally on the line. This is done not to create personal hardship but to ensure that the

implementor will not sleep easily at night until everything possible has been done that day to achieve results. While this is clearly not appropriate in many programs funded by government, other ways of underscoring tangible commitment are reasonable.

One is a pledge to remain with the program for a given time, barring drastic change in circumstance. At present, many projects experience one or more transitions of key people who take other jobs or leave the area. While the notion of encouraging people to always take opportunities is laudable, this can be highly detrimental to a project. If the investor is committed to financing a program, should not the key people be equally committed to running it?

These attributes are less characteristic of people than points of character. Both investors and implementors should look for the ways in which they run deep in the persons considered for key roles.

If a team approach to managing and/or implementing is used, specify how strengths of individuals are complementary and not duplicative.

Given that most projects require a team, the investor wants to know just how members were selected. In addition to the capabilities of individuals relative to the roles they will play, the focus is on how one person's strengths offset another person's weakness. For example, most projects need a person who is excellent at working with customers to gain the needed result. They also need a person who is excellent at cost control to ensure that the organization does not run out of money between progress payments. Optimally, the human "critical mass" for a project is more likely composed of differences than of similarities. If people share attributes, chances are excellent that one or more is redundant.²²

Organization Support

Please note the two most similar projects undertaken by the parent agency and the extent to which they stated and achieved performance targets.

In advancing their credentials to sponsor a project, agencies are prone to refer to history and evolution, mission and values, and their full range of programs. From the Outcome perspective, illumination requires a spotlight, not a floodlight. Past performance in similar work is a better predictor of future performance than is any other factor, and must be stated. If past successes featured a cast of characters now departed—and if the person selecting those people has departed as well—this must be noted, since past achievement may then be unconnected to future success.

List the specific resources which the implementing group will contribute to the project and which are critical to success.

This question is a way not only to assess organizational support, but to look at what the agency believes constitutes support. In the conventional proposal approach, a local financial “match” is taken as evidence of implementor commitment. Financial contributions, however, indicate how a project will be financed, not how it will be enabled to achieve outcomes. Unless money is the only needed resource, the budget page is not the place to look for reassurance. One key is contingent commitments. If a project is not achieving its targets, what organizational resources will be deployed to change that?

Note and justify the priority this project has for the implementing agency.

While the organization can assure ten funding sources that its program is “of the highest priority,” the plan asks for

evidence of time and overhead functions to be dedicated to this project *vis-a-vis* other projects.

As with individuals, the investor also wants to see evidence that the organization cannot lightly walk away from a project that falters. In some instances, this can be accomplished by tying revenue to performance. At the least, some revenue can be deferred until the project has fully achieved its results, in the same way that building owners withhold a retainer until evidence of a trouble-free structure is at hand. A stronger approach is that of performance contracting in which revenues are partially or even entirely dependent on results. This is discussed in Chapter 12.

If financial risk is not appropriate as a way of underscoring priority, we can at least turn to reputational risk. An unambiguous statement of result targets is an important prerequisite for this healthy and motivating vulnerability. Without it, the investor will not know when success is at hand, and will have no way of determining if the project fizzles.

A priority can also include the commitment to ensure that key staff stay the course, even if it means increasing their salary with agency funds to avoid losing them to a better offer.

Verifications

How will you verify the extent to which your performance targets are achieved?

For many programs we recommend that the concept of evaluation be set aside. Formal assessment is costly and often never completed. It also prompts implementors to hide or obfuscate error. Evaluations call for measuring objectives. In Outcome Funding the point is simpler: to verify results.

Verification focuses on customers and, where appropriate, a comparison group. In the most direct approach, customers are asked to determine changes for, to, and by themselves. Methods for validation that encourage higher achievement than would be the case without verification are encouraged. The point is not to measure what happens, but to do everything possible to bias a project toward success.

In most cases, the formulation of performance targets enables direct observation of their presence. A variety of tracking systems can be employed. In those instances where an indicator must be used to signify accomplishments, this will also have been articulated clearly in the statement of a target. Chapter 14 discusses verification in detail.

Financial Projections

Specify project costs on the basis of milestones and performance targets.

The applicant is not (unless absolutely necessary) asked to provide the traditional line item budget at all! Instead they are asked to think in cost-accounting terms. Simply put, costs are distributed or "loaded" onto milestone and target accomplishment. If forty persons are served by a project costing \$20,000, the unit *service* cost is \$500 per person. If ten of these customers achieve a desired result, the unit *result* cost is \$2,000.

One further value of cost-accounting is that it forces out questions about value added from overhead or indirect costs. If the executive director is devoting 15% of his or her time at a cost of \$10,000 to a project that enables twenty people to reach a performance target, is the director adding at least \$500 of value to each unit of result?

Using a variety of possible formats, implementors can build their budget on the basis of the actual time and expense it will take to get the people they will have in their "hopper" at a given time to a given achievement point. This not only sharpens the thinking of resource allocation but prepares the way for investor payments on the basis of milestone achievement. Without knowing what it is projected to cost, this cannot be done. The real gains, however, are to the implementor, who can now know if they are spending money at a rate that will allow them to get to the finish line. When costs are put on a timeline rather than a progress line, there may be no way of knowing.

~~In our experience with a variety of groups taking up Outcome Funding, this part of the target plan is the most difficult. The first hurdle is getting implementors to see financial information as a management tool and not solely as a reporting function. The second is to surmount the dreadful legacy of many decades of line item thinking. As with other areas of the approach, the investor is the key. Until they begin to require this kind of information as the basis of progress payments, many groups will continue to say, "It's the second quarter and we've spent within our line items; we're ready for more money."~~

Complete a cash flow projection using the schedule given for payments on grants.

The final part of the financial projections is critical in the private sector, and almost totally ignored by many government and non-profit groups. This is the cash flow projection. It is an essential tool to enable the investor to know the right schedule for timing investments, and for enabling the implementors to have money when necessary. While many groups funded by government experience long delays in getting funds, most could cope with this situation far better if they had the cash flow tool at their disposal. It is a

prerequisite for cash management—which includes strategies for accelerating receivables and delaying payables. Also, without a cash flow statement, short-term borrowing is difficult. Indeed, there is no way of knowing whether the real problem is cash flow (which is solved when anticipated revenue arrives), or simply cash (which means that expenses are higher than revenue, regardless of timing).

Plan for Self-Reliance

Show how your program will continue without investment from this source.

This section is applicable to those investments in which the intent is to provide seed funding or in other ways to encourage programs to develop ongoing viability. In these instances, the need is for more than a shift from one short-term grant source to another. This may well involve a source of long-term funding that can be secured once the program is proven. User fees and third party payments on a fee-for-service basis are examples. Equally applicable is cost reduction, so that the program can continue at a lower per-customer cost. Indeed, the best way to raise money is to need less of it!

If implementors cannot think of at least some ways to take a viability initiative at the outset, the probability is not high that they will do so later.

Customer Evidence

Provide names of individuals who have expressed a strong interest in being a customer for your program.

~~A list of five real customers is far more powerful than twenty letters of support, regardless of the power or prestige of the letterheads.~~

That is the target plan. It is a document that not only

responds to investor questions, but becomes an operating plan for implementors. Again, the specific sections included and the wording of sections must be tailored to a given investment area and purpose. So too will the "Request for Plans" vary. We now turn to the matter of how best to review plans once received.

Chapter 8

"Due Diligence"

"Due Diligence" is again a term from business. It is concerned with verifying the accuracy of key representations made by implementors as the basis for investment decisions. If applicants, for example, submit that some customers are ready and eager to use their product, the question is whether the investor can rely on that assertion. If the proposer indicates that he/she is fully capable and strongly "committed" to a project, is there a way to ensure that this is so? "Due Diligence" goes through the plan to the project it represents.

Strategic Guidelines

These seven strategies guide the Due Diligence process:

- **Include independent verification.** In contrast to proposal review, Due Diligence involves research to check out key representations. The premise is less that applicants will deliberately mislead, but that honest personal belief from advocates and supplicants may blend expectation with reality. The target plan suggests that the data needed for such steps can be gotten by a quick call to several persons who are potential customers. There is no substitute for hearing their interest in their own words.
- **Focus on key questions.** While initial sorting may deal with sections of the plan, Due Diligence for the public sector should focus on the questions the investor wants answered. They are:

- How compelling is the performance target and the outcome it will yield?
- How high is the probability that implementors will achieve their target?
- What is the return on investment? How cost effective is this investment compared with others we might make?
- Where does this fit within portfolio needs and other investment objectives?

- **Avoid incremental distinctions.** Fine distinctions are simply not warranted by the applicant's paperwork. What is the difference between getting a "15" or an "18" out of 20 points allocated for a given proposal section? Investors need to focus on distinctions that are simpler and more readily derived. Our concept moves from *rating* plan elements to *sorting* them. Plans are literally sorted into piles, using such widely-separated points that reliability (the probability that different respondents would make the same decision) is high. The strategy is to determine extremes and let the middle define itself. Here is a typical Outcome Funding sort, using a three-point spread:

1	2	3
very low	everything in between	very high

- **Seek a singular, not comparative focus.** Unlike the proposal review process, which gets quickly to comparative ratings and rankings, Due Diligence asks that each plan be considered solely on its own merits. Only when that process is completed are comparisons in order. At that point, return on investment comes into play as the measuring stick.

- **Get from paper to players.** To avoid making a variety of inferences about what a grantwriter really meant, hold conversations with key implementors sooner rather than later. Follow-up is not necessary with a grantwriter unless that person will play a direct role in the project and take personal responsibility for achieving results.
- **Bet on the bettors.** In contrast to proposal review, which looks to committees and quantitative schemes to take out personal judgment, Due Diligence honors it. The recording of strong personal feeling by a given investment agent is allowed and a direct connection between the investor and the project is not only allowed but encouraged. Investors often add rigor by asking reviewers to predict the likelihood of success for all projects considered as finalists. Keep score. As with forecasters of sporting events, it is possible to see over time just who is predicting most accurately.
- **Include no more people than are necessary.** The investor believes that incisive judgment is rarely enhanced by great numbers. While there may be other reasons to add reviewers, investors are convinced that one or two people with the capacity to make sound judgments are far more valuable than committee-based decisions. The acid test for adding any individual beyond one to the process is whether he or she truly add value to the quality of the decision.

Steps of Due Diligence

Due Diligence, as we have tested and refined it, generally comprises six steps. This is a general model, not a precise recipe.

1. **Paper Review.** This first step is conducted by one person—joined by another only if that person believes that he/she is unable to unequivocally and promptly complete the sorting. The point is to assess the extent to which the plan is responsive to the information requested and to identify areas where it is not. In this stage, responders look solely for completeness of response, not for whether they agree with the answers or not. Also, no value is given for length. The focus is on *customer profile*, *performance targets*, and *product definition*. The only reason for setting plans aside at this point is that they are not responsive to investor intent (interest to the investor), or are incomplete. Even here, the reviewer may choose to keep the submission in the hopper if it is felt that there is the hint of either a good product or a very good implementor.
2. **The Telephone Interview.** A telephone conversation immediately follows Step #1, and is generally conducted by the same person who provided the paper review. It gives the plan's implementing agent a chance to add information and clarify any confusions. Information received by phone is given no less weight than information received in writing. The investor wants to confirm not only that the proposal is clear, but that it is at least minimally acceptable in terms of its performance target.

When the phone call ends, the investor can set aside the lowest-sorted plans, using a score point from the sorts made. We recommend that about twice the many plans be kept in the hopper as can be financed.

At the end of the telephone conversation, applicants should have two reactions. First, the organization has been responsive to them in the sense that some-

one has read their plan carefully and contacted them promptly. Second, they have had every opportunity to clarify and to amplify what was said in writing, and have assurance that they will not be bumped out either on a technicality or because they simply do not write well. The investor approach ensures a remarkably high degree of satisfaction even by those who are not selected for funding.

3. *Personal Interviews.* At this point, an interview is scheduled to include the project director and a senior responsible agent from the implementing organization. This is distinct from a site visit and is often best removed from the applicant's setting. The point is to concentrate on the proposing organization and its project, not to "feel" the realities of a given site. Site visits confuse need with response and introduce the roles of host and guest, which make it difficult to ask and answer tough questions. Also, as clever grant recipients have known for years, they can be fully orchestrated.

This step is costly, in that a team can interview no more than five to six groups in a day. It often involves fewer hours, however, than the extensive scrutiny by multiple eyes of the written paper. More importantly, it is indispensable for making the right selections.

We recommend a team of two to three persons, including the initial reviewer and those with both program and fiscal knowledge. Each interviewer becomes a specialist in one primary area of inquiry and is given latitude to probe deeply. Those interviewed are not asked to elaborate on their applications, but rather are asked immediately about those areas needing clarification.

Some questions will be standard for all interviews and others will be suggested by each plan. Among the former are some proven ways of testing representations in key areas. For example, to gauge the project director's personal commitment to results, this question is useful: "May we remember your name?" When the respondent asks what is meant by the question, continue in this vein: "When results are recorded, they are usually connected to an organization. In this case, our memory trace will be of you. We will remember your name in connection with the performance targets you achieved or did not achieve. Is that all right with you?"

Following the interview, individual interviewer impressions and then group conclusions are recorded. At this point, a very high, very low, or "in between" designation is given in three areas:

- **Performance targets**—How clear and compelling are they?
- **Probability**—What is likelihood that the performance targets will be achieved, at least in significant measure, by the implementor?
- **Return on Investment**—To what extent does the project reflect an impressive relationship between dollars in and results out?

A second set-aside is now done for those proposals sorted as low on any dimension.

4. *Verifications.* This step involves speaking to individuals best in a position to substantiate and clarify key representations made in plans still in the hopper, when an outside perspective is needed. This is

not a "reference check," which seeks to verify character. Any substantial discrepancy between key representations made by the proposer and evidence from another source is recorded, and if the discrepancy is in an area deemed critical to the project's success, the plan is taken out of consideration. An interim step of further discussion with the proposer to understand the discrepancy, may first be taken if there is sufficient time and desire.

Discrepancies are serious for two reasons. First, if a proposal is relying on a key assumption which is not accurate, the likelihood that the project will succeed is dramatically reduced. Second, if an applicant is unable to accurately understand one key element of his or her project or its environment, further misconceptions may well arise as the project unfolds.

3. *Selections.* With interviews and verification complete, selections are made. This is the first point at which projects are compared. Our suggested starting point is the use of grids which array projects along the critical dimensions of result, probability, and cost-effectiveness. For example:

PERFORMANCE TARGETS			
	Very High	In Between	Very Low
Very High			
In Between			
Very Low			

In those instances where more projects score high-

est (e.g., in the top left cell of this grid) than can be supported, several strategies can be used. One is to consider the strength rather than the breadth of feeling. If a given investor in the interview process feels strongly that a sort category should be higher than that determined by the group, he/she adds a "plus" to the three numbers used to reflect the category. That becomes an additional sort as needed. A second strategy is "value adding." In some instances, a project may offer a special advantage not captured in the criteria of focus. In general, these will be factors we could call "portfolio enhancement," in that they will meet a secondary investment objective.

Note that the selection process retains a quantitative framework, and remains fully defensible. It is simply that the numbers are built on sorts rather than ratings.

6. *Contracting.* In Due Diligence, this step is considered part of the selection process rather than a perfunctory, if prolonged, activity performed after groups have been chosen. In contracting, the focus shifts to the finalization of milestones and progress payments based upon their completion. Additional specificity on verification of results may also take place. Contracting is a final developmental step to ensure that investor and implementor understand their commitments in legally-binding form. Even at this point, it should be perfectly acceptable for either party to conclude that the investment should not take place.

7. *Turndowns.* This step is generally considered so unimportant, or at least routine, that a form letter will do nicely. Yet this is just the point at which the

investor can not only improve future applications, but convert negative to positive feelings. All that is needed is a communication that is personalized in two ways. The first way is to praise something in the application that warrants it. The second way is to give critical feedback so that the applicant can improve his/her proposal next time.

Such personal responses are generally not given, on the theory that they will open the doors to dissatisfied calls from groups and perhaps their legislators. But this has not been our experience. Indeed, dissatisfaction is strongest when there is absolutely no feedback which the person can use to rationalize defeat or to gain investment in the future. Giving out bad news at the earliest possible moment also helps to manage dissent.

If a typical proposal requires some 15-30 person hours to review, how long should a target plan take in Due Diligence? The following general time frames are realistic.

<u>Step</u>	<u>Person Hours</u>
Initial Processing	.5 - 1
Paper review	.5 - 1
Telephone interview and finalist determination	1 - 2
Personal Interview	3 - 6
Verifications	1 - 2
Selection	2 - 4
Total:	8 - 16

The first point of this reduced time is that the initial paper is shorter. This not only reduces the expense of photocopying and distribution, but greatly shortens the time needed for initial reading. The second

point is the way in which the structure ensures that the most time-consuming steps are not applied to *all* target plans. Time is concentrated only on those plans that justify it.

A problem often raised concerns the reviewer insistence on talking to a lead project implementor. Groups in many instances cannot afford to hire this person until the investment commitment is made. In descending order of desirability, here are some options for dealing with this matter:

- *Encourage a contingent employment commitment.* Ask the implementor to define key people who will agree to work on the project if financed. Agree not to jeopardize their present positions in the course of Due Diligence.
- *Make a contingent investment decision.* The contingency is acceptability of the key people to be selected. So long as there are clear and shared expectations of the necessary qualities needed, this should not be an undue hardship or uncertainty.
- *Focus on the selector.* While not as effective, a fall-back position might assess the individual who will choose key staff. In addition to understanding the criteria, comfort is gained when the selector knows that the investor will hold him or her accountable for both selections and for taking steps to replace people if necessary.

In the investment approach, the announcement of the award is only the beginning. And indeed, what happens next can be more consequential than accuracy in making that determination. This is the matter to which we now turn.

A NEW APPROACH TO DEVELOPING, EVALUATING AND REPORTING MULTI-STATE, MULTI-DISCIPLINARY, AND MULTI-FUNCTIONAL ACTIVITIES

Based on concepts provided in "Outcome Funding" by Williams, Webb and Phillips

The Rensselaerville Institute

1996

INTRODUCTION

The Research, Education and Extension Act of 1998 proposes a new way of doing business relative to the use of federal funds in the conduct of agricultural research, education and extension activities. To meet reporting and other requirements of the Act will require the integration of all information that deals with the development, implementation, and reporting of these activities. The approach presented here is an attempt to utilize the concepts of the authors described above in bringing about the integration of information that is required to meeting the intent of the Act. The Act focuses on the end product of these activities. In other words the benefits to the customers served by these activities. The Act further requires the involvement of customers in all steps from the development to the conclusion of an activity. Following is described a summary of an approach that might be implemented to allow the recipients of federal funds an efficient and meaningful way to respond to the expectations of the new Act.

THE APPROACH

This approach would replace all current regional research reporting activities (except for the CRIS reporting which becomes a critical core data base) with what the authors of Outcome Funding describe as a "target plan". Each regional or multi-state activity would use this format in the development, approval, implementation and reporting process for these activities. This would include both regional research projects, coordinating committees, and joint research-extension activities . This information would be aggregated and used as the primary information source for the development of a regional plans of work which would be patterned or formatted like the state plans of work, using the state POW guidelines. The states would simply reference the regional plan of work for reporting their multi-state activities. The regional plan of work would be the only product submitted to the RR office. All regions would adopt this as a way to develop a standardized data base for multi-state activities. A new Multi-state Guideline Manual would be developed to replace the current RR manual and would be used by all regions. The Guidelines would be brief and simple to use and made available electronically. The current paperless management process being tested would be revised.

(You will note in the following that there is little or no emphasis on methodology. The message here is that we should trust our scientists that they know how to do the research.)

THE TARGET PLAN - A REPLACEMENT FOR CURRENT RR RESEARCH PROJECT DEVELOPMENT, APPROVAL, IMPLEMENTATION AND REPORTING.

The following table from "Outcome Funding" is used as the guiding framework.

THE PROPOSAL

THE TARGET PLAN

Needs Statement
Goals & Objectives
Project Description
Work Plan
Staffing Plan
Credentials of Proposing Group
Evaluation Design
Line Item Budget
Letters of Support

The Market/Customer
Performance Targets
The Products
Milestones
Key Individuals
Organization Support
Verifications
Financial Projections
Customer Evidence

The following is proposed as a combination of elements of the above two columns in order to accommodate what is required for reporting multi-state activities and to provide for peer and or merit review of projects.

Target Plan Categories and guidelines for completing.

THE MARKET/CUSTOMERS

- Identify number and characteristics of the customers this program will serve.
- Indicate how they differ from the broader population of those with the need the project will address.
- Focus on potential users of the results who will benefit and/or undertake to change something.
- focus not on the need itself but on those who have the need.
- Profile a small cross-section of individuals or groups typical of the people to be served.
- Identify if possible intermediaries whose involvement is critical to getting the results to the ultimate user. Sometimes in order for a result to have impact it is an intermediate group that is required to reach the customer.

GOALS AND OBJECTIVES

- make these short and concise. This section is included to assist in the merit and or peer review of a project.

PERFORMANCE TARGETS

- Identify specific performance targets you are committed to achieving and indicate reasons for not setting the targets at higher or lower levels.
- Performance targets refer to something that a customer does as a result of what you have done.
- List secondary effects or consequences which may be associated with reaching a performance target, including adverse as well as beneficial ones.
- Performance targets are about change.
- Specify the target area. A baseline of current condition is a starting point. The target is an improvement on that baseline.
- Performance targets can be evaluated in terms of:
 - _ longevity effects—will there be long term, sustainable gains.
 - _ distributional effects-sometimes fairness is not measured by equal access but by distribution of results.
 - _ side effects- potential to create or stimulate other beneficial effects. Or a gain in one thing might mean a loss in something else.
- Delivery system proposed for results obtained.

- How can this motivate customers toward change,
- Targets are the end point of activities, whereas outcomes are the end point of targets.
- outcomes express end products which are considered sufficient for resolving a problem or grasping an opportunity.
- Targets should not be facts and figures galore about the problem and its implications . Will the target change the behavior of the user?

THE PRODUCT

- Specify the product in terms of its key features and comparative advantage over other products offered to achieve the same outcome. (Note: this requirement eliminates the need for a section on current research and a search of the CRIS system.)
- Products have value only in reference to customers who live in a world external to the organization which created them. Central to defining the product then is it should create value. We can learn what this means by asking the customer what value means to them in terms of the product we provide. Value is solving the customers problem. Describe your product from the customers point of view.
- Will the product/s be accessible and useful to customers and how?
- Are their constraints to the customer in using the product?
- What will be needed by the customer to implement use of the product?
- If the main benefactor of the product is other researchers indicate how?

MILESTONES

- What are the critical milestones which must be achieved to reach results?
 - What tells us if the project is on track to achieve its targets?
 - Activity check-off and report completion are poor ways to address this.
- A key way to track progress toward performance targets is to understand those key accomplishments of threshold points through which project participants must pass if it is to be successful.
- It helps to define the playing field.

ORGANIZATION SUPPORT AND PARTICIPATION

(Here we would use existing Appendices showing who is participating and the commitment level of participation. We may need to modify and combine and also ensure that we can capture both the multi-functional and multi-disciplinary participation.)

The target plan as proposed in the book "Outcome Funding" includes a section entitled Key Individuals. The authors propose this section profile those individuals who will have the most responsibility for shaping the product, connecting to customers, and achieving performance targets. And if a team approach, (which is characteristic of our RR program) is used, the authors propose the need to specify how strengths of individuals are complementary and not duplicative. It seems that these are important points and perhaps could be an added component of this section. However, not sure I would propose it as a requirement but simply laid out as above as something the group might want to focus on for the internal management of the project.

VERIFICATION

-How will you verify the extent to which your performance targets are achieved?

(The authors of this approach strongly recommend that the concept of evaluation be set aside. They point out that formal assessment is costly and often never completed. It also prompts implementors to hide or obfuscate error. Evaluations call for measuring objectives. In outcome funding the point is simpler: to verify results. Verification focuses on customers and, where appropriate, a comparison group. In the most direct approach, customers are asked to determine changes for, to, and by themselves. Methods for validation that encourage higher achievement than would be the case without verification are encouraged. The point is not to measure what happens, but to do everything possible to bias as project toward success.

-Did the research reach its targets? This is the main question to answer for verification.

-This part of the process provides an excellent opportunity for the researchers to establish continuous dialogue with customers. Using a representative group of customers is acceptable.

-Everyone likes to be measured. But measure the right stuff. The right stuff is what creates great performance for the customer. Right stuff is what helps keep you learning. Right stuff is what helps you continually improve.

FINANCIAL PROJECTIONS

-This is not a budget but more an analysis of what can be accomplished in terms of the resources available and how much support is coming from various sources. This kind of information can begin to document what the real cost are of doing this research.

CUSTOMER EVIDENCE

-Provide names of individuals who have expressed a strong interest in being a customer of this project. (A list of five real customers is far more powerful than twenty letters of support, regardless of the power or prestige of the letterheads. Perhaps this section could be incorporated into the verification section.)