

## WAAESD/WEDA

### **Building Strength in Unity: Making the Case for the West Collaborative Meeting, May 1, 2013**

Summary and notes compiled by Martín Carcasson, Candace Karlin, and Kacey Bull, CSU Center for Public Deliberation, who facilitated the meeting. The meeting gathered the directors of Cooperative Extension and the Agricultural Experiment Stations from the western states. The discussion overall focused on where they had common ground, what tensions exist that need to be addressed, what are the unique aspects of the West that are important to their work, and how they might, as a region, work together more to better document and disseminate the work that they do. This summary includes notes that were captured during the process by Candace Karlin, as well as screen shots from the wireless keypad process that was utilized, and notes captured on easels.

Before the meeting, **an online survey** was sent to all the participants with the following set of open-ended questions:

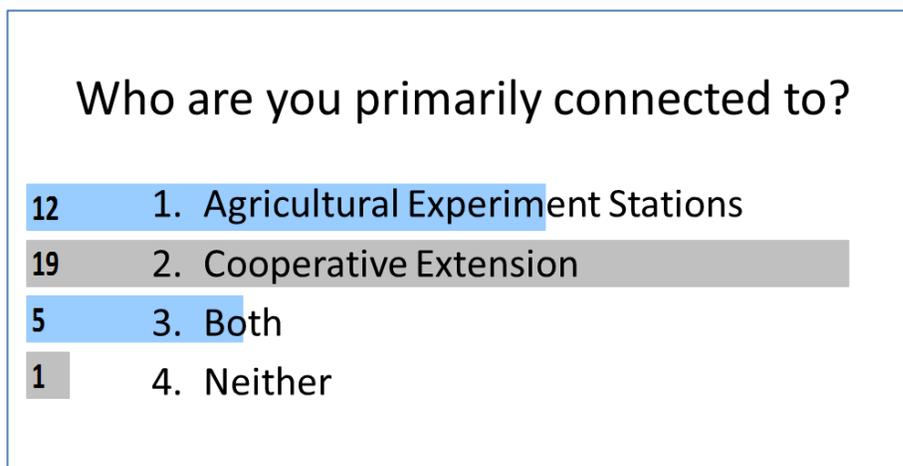
1. What do you see as the most important common areas of interest between AES and CE in the western region?
2. What key tensions, differences, or misunderstandings exist between the organizations that you feel need to be addressed?
3. What suggestions do you have for the organizations to work together more effectively? These may involve continuing or expanding current practices or establishing new practices.
4. What are the unique attributes of the West that are most important to doing, improving, and explaining our work?
5. Who are the key common audiences that are relevant to our work? What are their key values and interests?
6. Do you feel the western region is appropriately recognized and supported at the national level for the contributions made to agriculture? Please explain your answer.
7. What do you feel is the best way for the western region to improve how we document and demonstrate our value to key audiences? How do we best tell our story?
8. What do you think is the appropriate response, if any, to the Battelle studies commissioned by the North Central and Southern regions? Should the Western Region do a report and if yes, do we do it ourselves or have an independent 3rd party like Battelle do it? Explain your answer.

Twenty one participants answered the survey, and those answers were used to design the process, in particular to set up some keypad questions based on the themes from the survey to get reactions from the broader group. All the text from the surveys (organized by question) is available at the end of this report (starting on page 17).

The session itself was scheduled from 1:20 to 4:10pm. The planned schedule was as follows:

- 1:20 Intro
- 1:30 Session 1 – Exploring common ground
- 1:45 Session 2 – Addressing tensions/differences
- 2:00 Session 3 – Suggestions to work together more effectively
- 2:15 Session 4 – Unique attributes of the West
- 2:30 Session 5 – Common audiences
- 2:50 Break
- 3:05 Session 6 – Whether our region should consider a Battelle-like study
- 3:25 Session 7 – Next steps: Documenting and demonstrating the value and contributions of the Western Region
- 4:05 Close

At the beginning of the session, 37 participants were in attendance, with their connections to the AES and CE as follows:



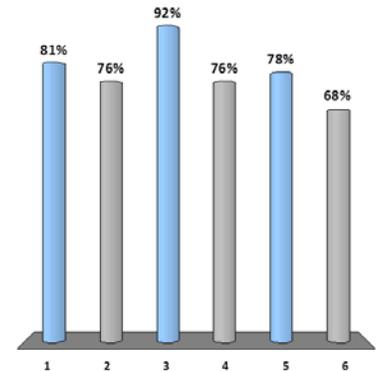
## Session 1: Exploring areas of common ground

From the survey answers regarding points of common ground, two lists were created, one focused on actions/tasks, and another focused on subject areas. Both lists were presented to the group for an initial reaction and potential adjustments, and then the group was asked to respond utilizing the keypads concerning which areas they agreed served as points of common ground.

The most common point of common ground in terms of actions/tasks was “meeting the needs of stakeholders,” which garnered 92% agreement. All of the 6 areas identified from the online survey received at least 68% support, showing significant connections across all the tasks. Participants were then asked which of the common subject areas represented current areas of common ground and collaboration. Initially, nine subject areas were drawn from the pre-meeting surveys. Before the voting, participants requested a couple clarifications/ adjustments to the options. Participants explained that Natural Resources Management extends beyond water. Water was highlighted in the keypad answer because it was often mentioned specifically in the survey. Similarly, participants explained that their work on nutrition often extends beyond a focus on obesity. Participants mentioned additional food topics such as the concept of the consumer and food, lack of access to healthy food/food deserts, the issue of the end user, and food access security. Based on this discussion, “Food systems” was added as a 10<sup>th</sup> potential answer to the question before voting began. Voting revealed much more variety on these issues, with Natural Resource Management, Agriculture, food systems, and food safety garnering the most support.

### Do you agree with these areas of common ground? (choose all that apply)

1. Applied local research
2. Application/dissemination of research to impact decision-making at multiple levels
3. Meeting the needs of stakeholders
4. Dealing with the diversity and complexity of our region
5. Survival/Funding
6. Complementary strengths

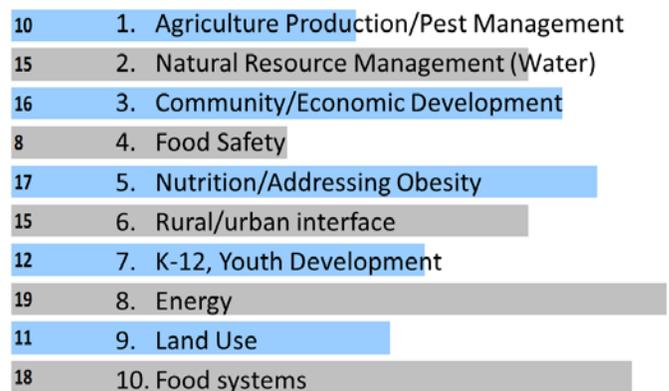


### Which of these are currently areas of common ground/collaboration?

31	1. Agriculture
32	2. Natural Resource Management (Water)
16	3. Community/Economic Development
22	4. Food Safety
19	5. Nutrition/Addressing Obesity
9	6. Rural/urban interface
9	7. K-12, Youth Development
15	8. Energy
12	9. Land Use
23	10. Food systems

Participants were then asked which of the subject areas they would you like to see develop as *stronger* common areas of interest/collaboration? Energy and food systems received 19 and 18 votes (roughly 50% of participants), with several others not far behind.

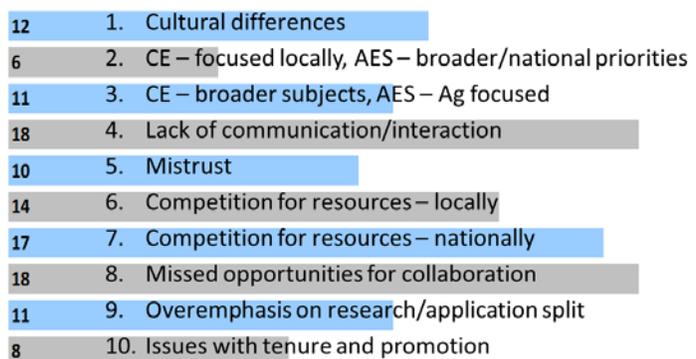
Which of these would like to see develop as stronger common areas of interest/collaboration?



### Session 2: Addressing tensions/ differences

The second question from the pre-survey asked, “What key tensions, differences, or misunderstandings exist between the organizations that you feel need to be addressed.” Similar to session 1, key themes were pulled from the open-ended survey to present to the participants for discussion and then respond to some keypad questions. During the initial discussion, participants suggested the addition of “Issues with tenure and promotion,” particularly due to tensions that arise with joint appointments that have different mechanisms for promotion. Some discussion also centered around the questions concerning “competition.” Some participants argued that there was not enough competition for resources, while others argued for the need for more competition. Considering “missed opportunities for collaboration” garnered the most votes, there is clearly interesting tensions to explore more closely between the benefits and drawbacks of competition and collaboration. A process that helps the participants work through this tension could draw important insights, perhaps utilizing the “polarity management” framework (Johnson, 1996). Participants also mentioned that the line between competition and collaboration shifted often based on the subject matter. Based on this discussion, the answer “competition for resources” was actually split into competition

Which of these are points of tension?

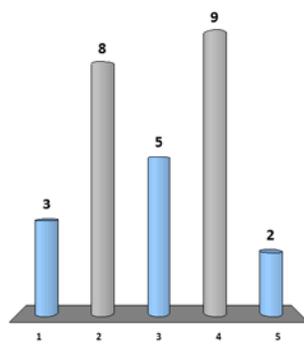


for national and local resources. Some also argued the competition for local could be split between competition for university resources and for local community resources, but there was not enough slots to make the second split.

Two additional keypad questions were asked to get more specific feedback on some of the issues from the survey.

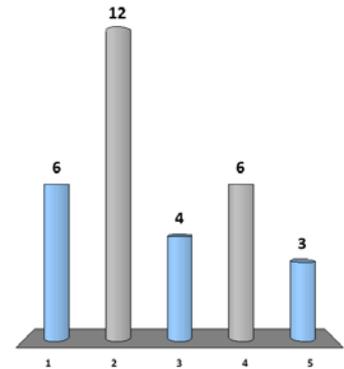
### Differences between AES and CE are exaggerated.

- 1. Strongly Agree
- 2. Agree
- 3. Neutral
- 4. Disagree
- 5. Strongly Disagree



### Mistrust between AES and CE is a problem.

- 1. Strongly Agree
- 2. Agree
- 3. Neutral
- 4. Disagree
- 5. Strongly Disagree



A few of the survey responses specifically argued that the differences between the two organizations were exaggerated. When asked specifically about that, participants were rather split (see above). When asked specifically whether mistrust was a problem between the two groups, a majority (58%) either agreed or strongly agreed. Both these issues likely warrant additional exploration.

### Session #3: Suggestions to work together more effectively

The third pre-meeting survey question focused on suggestions for working together more effectively. As before, an initial list was provided for discussion. With these answers, no changes were made to the list of answers before the voting took place.

Participants were asked two separate questions with the same list of answers. The initial question allowed participants to choose as many of the options they wanted to choose, while the second question limited it to their top 3 choices, which were given weighted scores (their first answer “earned” 3 points, the second 2, and the third 1). The separate questions generally revealed the same results. The items that received the most support were both tied to funding (#8 and #9). Significant support also existed for developing a subcommittee to explore opportunities for collaboration and increased communication. From these results, it seems clear there is support for increased collaboration, but a lack of clarity at what specifically that may look like.

#### Which do you support? (choose all that apply)

8	1. More joint appointments
21	2. Create subcommittee/ opportunities for collaboration
18	3. Increased communication
17	4. Joint Mission Statement
18	5. Increased director interaction
9	6. More joint meetings
8	7. More focus on Multistate Research Contracts
22	8. More collaboration on funding opportunities
24	9. Jointly funded initiatives
20	10. Common Stakeholder engagement

#### Which do you support? (top 3 in order)

8	1. More joint appointments
32	2. Create subcommittee/ opportunities for collaboration
29	3. Increased communication
15	4. Joint Mission Statement
12	5. Increased director interaction
12	6. More joint meetings
6	7. More focus on Multistate Research Contracts
35	8. More collaboration on funding opportunities
37	9. Jointly funded initiatives
13	10. Common Stakeholder engagement

## Session #4: Unique attributes of the West

The fourth survey question asked participants about the unique attributes of the West that are “most important to doing, improving, and explaining our work?” The answers on the survey were rather consistent, with these primary themes identified and presented to the participants:

- Extensive public lands
- Water issues/scarcity
- Western independence
- Diversity of people, ecosystems, and agriculture
- Fewer large commodities
- Cherished natural resources
- Huge distances
- Major urban centers
- Effects of Climate change

Rather than spend time checking on these themes, we decided during the session to talk through how these unique aspects of the west serve as both advantages and disadvantages to our work. From the surveys, it was clear they were seen as both by many. The following notes were captured on easels during the discussion:

	<b>Advantage</b>	<b>Disadvantage</b>
<b>Extensive Public Lands</b>	Greater tourism opportunities Beautiful open spaces Quality of life	Local control is non-existent Lack of tax base Doesn't fit into funding plan
<b>Water issue/scarcity</b>	Key asset for ag Key opportunity for research Opportunity to grow (if you have access)	Conflict over use Water flows to money Limits economic opportunity Caps development
<b>Western independence</b>	Quality of life Iconic image	Hard to get everyone on the same page Difficult to have one voice What do your stakeholders want?
<b>Cherished natural resources</b>	Abundant Beauty	Problems associated with development Other people want them (and have the money to do so)
<b>Diversity of people, ecosystems/agriculture</b>	Opportunities to grow programs Opportunities to grow agriculture	Diversity of culture (obstacle to unity) Funding the meet everyone's needs More variety of areas of expertise Understanding all differences is challenging

### **Session #5: Common audiences**

In the pre-survey, participants were asked, “Who are the key common audiences that are relevant to our work? What are their key values and interests? Ten key audiences were identified:

1. Federal & State Legislators
2. Federal & state agencies
3. Local Legislators/ Leaders (county commissioner)
4. Ag producers/ Land owners/managers
5. University decision makers
6. NGO's
7. Rural communities
8. Growing urban food stakeholders
9. K-12/youth development
10. Consumers/public

Discussion of these audiences included the following points:

- Local legislators – specifically county commissioners, *not* city council
- NIFA programs leaders and agency folks (under federal agencies)
- USDA
- Land owners/managers lump with Ag producers, but there are distinctions between them

Participants were asked with the keypads which of the ten were the most important. The top three were:

- #1 Federal and state legislators
- #2 University decision makers
- #3 Federal and state agencies

## Session #6: Documenting and demonstrating the value and contributions of the Western Region

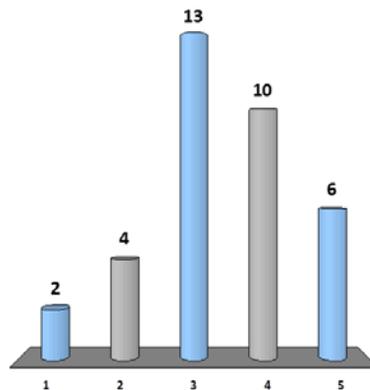
The survey asked participants, “Do you feel the western region is appropriately recognized and supported at the national level for the contributions made to agriculture?” From the survey, the following themes were identified and presented:

- All ag is underappreciated
- Special challenges and needs of West are not recognized
- Funding (e.g. Smith-Lever and Hatch funds) favors North Central and Southern
- California better known for ag
- Respected within ag community
- Diversity of crops an issue

Participants were asked whether the Western region was appropriately recognized, with the responses as follows:

The Western Region is appropriately recognized and supported for contributions made to agriculture

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree



## Session #7: Response to the Battelle studies

In the survey, participants were asked: "What do you think is the appropriate response, if any, to the Battelle studies commissioned by the North Central and Southern regions? Should the Western Region do a report and if yes, do we do it ourselves or have an independent 3rd party like Battelle do it?" Responses were rather varied.

Participants were presented with the following themes from the survey:

- Some strong opinions on both ends, but majority needs more information
- Disagreement on importance of independent 3<sup>rd</sup> party
- Disagreement on value/quality of reports
- Concerns about cost
- Unclear on value of regional report for West

Participants were also presented the following questions that arose from the survey:

- Why do it?
- What are the benefits and costs?
- Who are we doing it for?
- Who would do it?
- How important is it to be independent?
- What do we focus on?

The initial discussion of the reports garnered the following notes:

- What are the common themes that we want to focus on? Is the focus of the past Battelle studies the same focus that we would want to have?
- What would we want the focus of a large scale study to be?
- We don't even fully know yet what the common themes for the West that this report would capture
- There is a general lack of understanding about what the West *is* and the kind of agriculture we have
- Need a tool to illustrate the value of agriculture in the West (could be this study?)
- Do we have experts at all on *all* of the crops that the West offers (200+)?
- Do we need to focus *just* on agriculture like the Northeastern study did? Can we expand? (e.g. things like youth development)
- What's the value of conducting a major study like Battelle?
- What's the proper time to conduct a survey like that? (Consider the record of Congress granting funding at this time)

Participants were then asked to focus initially on the **reasons in favor** of developing or commissioning a report similar to the Battelle reports. Points made included:

- Injecting the Western voice in the national conversation
- Draws media attention
- An objective aggregation of the data
- Developing metrics, having all data in one place
- Data and info to provide to NIFA and national legislators in order to influence their decisions
- Uniformity of data across region
- Highlights examples of collaboration between research and extension (AES and CE) across state lines
- Need for a *regional* report as opposed to individual state reports
- Battelle is a brand that carries clout

Participants than were asked to focus on concerns about such reports:

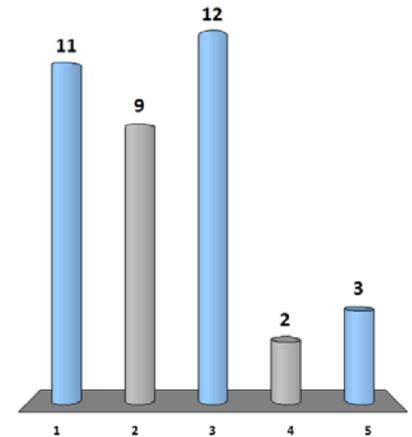
- Will it really impact legislators? Will they read such a report?
- State/fed legislators want to know the *specific* impact for their own constituents (are only focused on local impact that influences reelection, not the aggregate from such reports)
- Information in the Battelle report was too generic
- Battelle is very expensive to hire (\$10,000/institution? \$100,000+ all together)
- They won't do a return on investment report, not enough bang for our buck
- With the present political environment, it doesn't matter what we do or report
- Internal firms might be cheaper and produce just as cohesive of a report
- The importance lies more in the marketing of the report than in the firm who conducts it
- External reports won't necessary tell the story you want to tell (internal report allow control of the message)

Because several points were made concerning the pros and cons of having a report completed by an external source versus having internal sources completed it, participants were asked “How important is it to independently hire an organization to conduct the study?” The following comments were captured:

- Internal studies just don't seem to sell the case
- The audience will read an independent study differently
- Battelle will not do a return on investment study
- What's the perception of Battelle as *actually* being independent and objective (perception that we're paying them to say what we want them to say)

### Using an independent source is important

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree



After the discussion, participants were asked with the keypads whether using an independent source was important. A majority (20 of 37, or 54%) agreed or strongly agreed, with another 12 (32%) undecided. Only 5 (13.5%) disagreed or strongly disagreed.

A participant asked what the primary audiences would be to hand this report to. Comments included:

- Whoever will increase federal, state, and county funding
- Ask some of your audience members (such as legislators): how much would a report like this matter to you?

To conclude the discussion of the possibility of developing a regional report, participants were asked to respond to two keypad questions designed to identify their current position on the report. The first asked about commissioning an independent study, and the second about developing an internal study. Results were as follows:

**Where are you on doing an independent study?**

4	1. Whole hearted agreement
2	2. Agreement with minor point of contention
6	3. Support with reservations
2	4. Abstain
6	5. More discussion needed
3	6. Don't like but will support
13	7. Serious disagreement
2	8. Veto/will work to block

**Where are you on doing an internal regional study?**

2	1. Whole hearted agreement
2	2. Agreement with minor point of contention
7	3. Support with reservations
2	4. Abstain
9	5. More discussion needed
4	6. Don't like but will support
11	7. Serious disagreement
1	8. Veto/will work to block

Overall, “serious disagreement” garnered the most votes for each question, but answers did range across all the options, and several of the answers showed various levels of support.

**Session #8: What are the next steps based on this conversation for the two organizations working together?**

To conclude the meeting, we turned to examining potential next steps, utilizing the answers to the pre-meeting survey question that asked, “What do you feel is the best way for the western region to improve how we document and demonstrate our value to key audiences? How do we best tell our story?”

Participants were presented with the following themes from that question:

- Impact statements/reports
- Develop better metrics
- Pick key issues to focus on (i.e. obesity) across the region
- Different audiences require different tactics
- Improve communications (websites, brochures, videos, social media, etc.)
- Improved lobbying
- Task team/subcommittee

Notes captured during the discussion:

- Some of these topics go together - Impact statements and reports are important, but would need better communication to deliver them
- *Can* we demonstrate nationally that the West does make a difference? (taking it back to the primary assumption)
- Different audiences require different information in order to persuade them to provide funds (has the West told our story very well?)
- The next step might require bringing in marketing/messaging professionals to tell the story of the West most effectively
- We have to be able to deliver a message to our stakeholders who will then contact legislators/decision makers
- If our primary key audiences (legislators) are no longer listening, we need to explore alternative funders/broaden our audience
- Legislators have been voting with their dollars about not being “on board” with land grant mission universities (questioning the viability of a land grant institution)
- How much are we valued by our stakeholders and other constituents?
- No matter which audience you target you will need to demonstrate your value
- How do we want to broaden our communications effort?
- Focus on county officials and local government “selling” our product to state and federal legislators rather than us selling them
- Some of the issue is the general deficit and poor economy
- Shouldn’t wait to start the process of a study because by the time we “get our act together” we will have been beaten
- Having a core database will allow us to put individually crafted messages together for specific audiences more easily

- Room to turn up the volume in an already funded Madison Ave. firm project that directs our stories to the right audiences
- Pick key issues to focus on, expand focus beyond agriculture, improve communications/marketing, develop better metrics are the highest

Before moving to the vote on the list, two changes were made. “Different audiences require different topics” was removed as an option, as participants felt it was included in the other options, and “expand focus beyond agriculture” was added. For the final vote of the meeting, participants choose their top 3 from the list:

Which do you support? (choose top 3 in order)	
26	1. Impact statements/reports
40	2. Develop better metrics
54	3. Pick key issues to focus on
45	4. Improve communications / marketing
8	5. Improved lobbying
7	6. Task team/subcommittee
48	7. Expand focus beyond ag

## Appendix A: Raw Data from the Pre-Meeting Survey

### What do you see as the most important common areas of interest between AES and CE in the western region?

*Agricultural Experiment Station answers:*

- Recognizing the complexity and diversity of our region.
- Applied, mission-oriented research offers many common areas with CE. Specific programs of high priority are in production agriculture, natural resources, and community development. Examples are: water technologies; water policy, water and land use; food safety e.g., Listeria issue in Colorado; land use and community development; new cropping systems; water quality; pesticide and fertilizer recommendations.
- applied research, local conducting of research and application of research results from the campus lab and field; research/education areas for the west include water, new varieties, increasing productivity, food-nutrition-health connection, invasive and endemic pest and diseases, sustaining natural resources while increasing productivity from the land
- Urban-rural interface, Water, Public lands, Obesity
- Water use efficiency and conservation (quality and quantity).
- One cannot survive without the other - need to maintain and continue to build close collaboration We both work to meet needs of stakeholders Continued Federal capacity funding
- Energy, food security, climate change
- Water and pest management.
- Can only speak to my state: agriculture and horticulture, especially food security, natural resource and community development issues, and increasingly K-12 youth.

*Cooperative Extension answers:*

- Applied R/E programs in water, rural sustainability, the rural-urban divide (how to be relevant to urban centers while maintaining rural programming and support infrastructure).
- Broader impacts of competitive proposals. 2. Meeting the most important needs of our joint stakeholder community.
- Conducting applied research and facilitating the incorporation of new knowledge into decision making processes, from on the ground agricultural practices to policy development at all levels.

- Water (agriculture, conservation, urban) rangeland management and livestock urban agriculture and food systems rural community social and economic development
- Integrated research and extension projects which values the contributions of both. Often extension is included as an afterthought or at the end of a project to "extend the research results to clientele." This undervalues extension and misses the opportunity to design or adapt research based on input from stakeholders. Equal partnership in a project is reflected in joint activities from the beginning of the project and in appropriate project budgeting for both extension and research activities.
- Water Food Systems Health
- Survival of both of our organizations.
- IPM, Water, special crops
- Water, obesity prevention/intervention, youth development, fire, rangelands, climate change adaptation strategies, rural community/economic development, local food systems.
- Integrating research and Extension faculty on Hatch projects.
- A goal of improving lives through the integration of teaching, research and service
- Production agriculture, Natural Resource management
- Applied research projects that provide guidance and planning information for the critical western issues such as water, health and food, urbanization, entrepreneurship, etc.

**What key tensions, differences, or misunderstandings exist between the organizations that you feel need to be addressed?**

*Agricultural Experiment Station answers:*

- We often agree on many things in principle, but it seems difficult to build consensus on what to do.
- Cultural differences exist between the organizations. The perceived difference between AES projects and CE programs needs to be resolved. In my opinion there is very little difference and a common reporting system patterned after the CRIS approach should be possible.
- that CE doesn't do research (not true in California) 2. that AES and CE don't care about the same things (not true); both care about healthy natural resources, agriculture systems, youth, families and communities 3. both parts of the organizations have roles to play that need to be appreciated by both groups

- None
- Trust. Need to understand that we are all on the same team, serving the same people.
- Seem to be two different cultures between AES and CE. We need to recognize the differences, and learn how to maximize our strengths through our different missions.
- In my state, communication between researchers and extension people is weak and there seems to be some mistrust between them.
- In my view Extension focuses on local needs to a great extent than AES. There base funding is highly dependent on local support from counties in addition to the state. AES is more committed to competitive federal funding for research to augment state funding.
- In regard to our state, the AES/CES situation here is broken. As long as CES is not co-located with AES there will be little incentive to work together. There are only 2 joint appointments. Distrust continues when CES agents/specialists taken credit for research they didn't do by not crediting the actual researcher; CES is known for going outside the state to find research rather than use local research results; there is little attempt to connect with researchers and vice versa; there is great distrust of both extension and research's directors in each others' camps; in the past criticism to stakeholders of researchers by extension personnel undermined stakeholder confidence. Most of those type of folks have since retired, but it takes a while to rebuild lost confidence. There seems to be little understanding of the different roles, responsibilities and negotiated contracts of research or extension personnel.

*Cooperative Extension answers:*

- None that I am aware of. I believe the organizations have become more aligned in recent past. Extension has become more involved in applied research; research has become more involved in applied research. Part of this has been driven by federal funding programs requiring integration of R and E.
- Perceived preference for competitive funds by AES leaders in contrast to capacity funds more highly regarded by Extension leaders. 2. Extension's broader than agriculture agenda.
- Continued competition for resources. The approach of "us vs. them" is not productive, yet continues. AES and CE should be united in an approach to develop and maintain support (political, fiscal, etc.) Lack of mutual respect for the various missions.

- No tensions. Extension programs include youth development (4-H), SNAPed/EFNEP, food safety and nutrition, community and economic development, family and consumer sciences that are not high priorities for WAAESED, particularly where the AES does not work with colleges that provide faculty talent. We need to recognize that there are differences in emphasis and resource allocation.
- See #2 above. There is also an unstated but real difference in participation of the Pacific Island Land Grants in the Western Region Associations. These land grants (with the exception of Hawaii) are very small, have limited faculty who have mostly instructional appointments, and experience great difficulties in participating due to the high cost of travel to Western meetings.
- Extension's portfolio and audiences are much broader than the Experiment Station's portfolio.
- Applied vs. basic research
- Historical differences between both AES and CES; lack of trust and transparency; money and NIFA priorities.
- I don't think things are tense, we just don't take the time to really look at the whole picture and develop programs that integrate research and extension to address major issues that face the West. This is a huge missed opportunity both from a resource development standpoint and from a political standpoint to show how the land grant system can be a major part of solving key issues.
- Research not related to real producers needs in the state
- How decisions that affect both groups are made and how funds are allocated
- CE Tends to be very community, in-state focused. AES more campus, national priority focused. Sometimes there is a pretty big gap between research product and a usable extension product which highlights a mismatch of expectations.
- We need to realize that we rise or sink together because we are joined under USDA/NIFA and work closely to promote the joint interests rather than individual interests. There is great opportunity to work together in our states, regions and nationally.

**What suggestions do you have for the organizations to work together more effectively? These may involve continuing or expanding current practices or establishing new practices.**

*Agricultural Experiment Station answers:*

- Follow through- take a topic beyond the dialogue stage and advance all the way to action.

- Ongoing communications on issues, programs, approaches, practices is essential. We are basically bound to each other as members of a land grant institution. Our clientele don't really care about our cultural differences or internal issues, they expect us to provide assistance in addressing their problems.
- face to face interactions like this by members 2. working together (truly together) to compete for national funding to work on specific issues 3. establishing a culture of respect for the different, but sympatric, goals of each
- Common areas of focus
- Communication. Need to know what the other is doing, why, and what the outcome are (or might be).
- Communication and trust. Agree to disagree. We need to take opportunities like this, and at other joint meetings to strengthen our working relationship
- More joint appointments at the local level. Also, perhaps closer administrative interaction. I think NIFA could do more at the national level to foster better working relationships (I don't have specific recommendations for that).
- New directors. The CES director is abrasive, rude and rarely in the state. The AES director is an interim. I firmly believe that extension personnel need to be located near research personnel. If a director could be found that could bring unity between the two units, combine resources and staffing healing might be possible. Currently there is great disparity in staffing and funding.

*Cooperative Extension answers:*

- Joint meetings, joint appointments of faculty, jointly funding integrated R/E projects.
- Distinguishing implications of different organizational models and creating some "best practices" for university typologies.
- Commitment to spend time discussing issues and identifying key issues or components of issues that all can work on.
- Talking together rather than through individuals.
- A good example of joint activities of AES and CE is the Multistate Research Committee, which reviews and approves multistate research and integrated projects. This also provides a forum for the development of large regional projects which integrate research and extension.
- Respect each other
- More joint meetings like this.

- Both sides must list their tensions, differences, and misunderstandings. Then we need a sub-committee from both AES and CES to begin to work on these issues and then bring them back to the full body for their review and action
- Take a lesson or two from the North Central Region on how the North Central Experiment Station and Extension Directors get together regularly, identify a few key issues to address, develop a logic model that integrates research and extension for each issue, and implement a region-wide response to addressing the issue.
- Align Hatch and Smith-Lever funding to stakeholder inputs
- Work on how both groups can better support each other and the role each plays. Making sure inclusion in grants or projects is not just a token gesture but a meaningful contribution
- Working for better understanding of roles and challenges. Actually think more integrated leadership is a positive.
- Establish a joint committee to explore joint interests in ECOP and AESCOP and between WEDA and WAAESD.

**What are the unique attributes of the West that are most important to doing, improving, and explaining our work?**

*Agricultural Experiment Station answers:*

- Not sure how unique attributes of the West relate to doing, improving, and explaining our work. I suppose distance and extreme differences in topography and climate throughout the region make the West a challenge, but I'm not sure this an answer to the question.
- The west is unique with extensive public land, overarching water issues, and vast landscapes. The common sentiment of western independence is a factor as well.
- 1. recognizing and cherishing the diversity of ecosystems; diversity of people; diversity of human living situations (densely populated cities to very small rural communities (which sometimes don't have the internet or cell service yet)) 2. the west contains some of the world's most (insert word: cherished, beautiful, unique...) natural resources
- Public-Private land mixture, water rights systems, semi-arid climate (for the most part), expanding metropolitan base
- Space/distance; water scarcity.
- The West has a very diversified agriculture and an enormous natural resource base. Vast acres of public lands and their management are unique to the West. Water issues - agriculture's use of water to irrigate crops.

- Our diversity is both a weakness and a strength. I think we need to figure out how to capitalize on that diversity. Also, we are the gateway to the Pacific and the Arctic. Both of these regions are likely to be the vanguard for climate change effects (both positive and negative effects). Dealing with this change will require mitigation and adaptation research but also community education/outreach.
- Lesser role of a few large commodities to drive research and extension programs than the mid-west or south.
- Westerners are independent, individualist and more relaxed in many ways. They are also distrustful of government. Land grant institutions have a history that producers, growers, farmers and ranchers have learned to trust. LG's provide unique research and outreach for each state. LG's are the best resource to address and solve problems and train further leaders in the dynamic conditions found in each state.

*Cooperative Extension answers:*

- Role of public lands and the common benefits provided. 2. Extensive vs intensive resource management. 3. Vibrancy of rural economies.
- The diversity of the West is unique. It is what makes the West so valuable to country, at the same time it precludes the development of sweeping statements or reports that reflect the West. This diversity is an asset and a challenge at the same time.
- Like the Northeast, the West's population primarily lives in urban/metro areas and unlike the other regions we have arid and semi-arid ecosystems, often at high altitude. We have diversified food systems, production agriculture, and family/community issues. All issues associated with water and overlaps with metropolitan populations seem to be good points for discussion. And, they tend to be relatively unique to the West.
- The diversity in environments, conditions, populations and economies in the West is by far the greatest in the country. We span more area and time zones (longitudes and latitudes) than the rest of the country combined. Many unique agricultural production systems and product are found in the West and nowhere else in the US. This diversity create great challenges and opportunities in researching, educating and extending information. Communication across great distances, time zones and ocean barriers is vastly more complicated than any other region. These special challenges should factor into the thinking of USDA and other agencies which support our programs.

- Public lands Vast open spaces with large population centers--urban states Variety of crops grown Diverse populations Independence
- Our HUGE distances between many states and protectorates.
- Our geographic, cultural and economic diversity among the West; and how we can work on issues that no one else can do because of this unique diversity.
- Not sure what you're after here.
- The West covers a vast geographic area with diverse demographic and climate differences but has always accomplished much with less.
- Extensive, arid, high elevation, low population of the intermountain west, water issues, large urban population centers in most states.
- Develop a strong, joint presence in our cities and towns with programs that address those needs. The West is highly urbanized with the majority of the voters, taxpayers and political clout.

**Who are the key common audiences that are relevant to our work? What are their key values and interests?**

*Agricultural Experiment Station answers:*

- The scientific community- advance the frontiers of science and scientific knowledge. Consumers of science- use scientific information for the betterment of society.
- State and federal legislators who appropriate funds are a major audience if AES and CE will remain major components of each land grant.
- Common audiences: growers (land owners), public, policymakers (state and federal legislators), state and federal agencies, local politicians, non-profits and others serving K-12 and low-income populations
- Traditional clientele in rural areas, expanded needs for research and outreach in urban areas - key values are family, economics or jobs, independence
- Farmers, ranchers, government agencies, NGO's, communities, State and Federal legislators. Key values include preservation of their industries, family and community, sustainability, environment, impacts of what we do with the public's money.
- Communities
- Stakeholders, state and federal legislators.
- Our stakeholders are natural resource stakeholders, private land owners, agricultural growers and producers, and home gardeners. Their interests are in land management in the face of climate change and economic change and uncertainty.

*Cooperative Extension answers:*

- Agriculture Policy makers dealing with natural resources, agriculture, nutrition, youth development, etc. Land managers of all types (private, state, federal, etc.) Youth
- State government, rural local government, metropolitan area municipal leaders (community and economic development) production agriculture youth and STEM Federal, state, local, private, NGO water issues Their values and interests are highly diversified.
- Commercial agricultural producers remain a key audience, but a rapidly growing audience in the West are urban residents who benefit from and are greatly interested in our programs of research, education and extension. For example, urban food systems (CSAs, home, community and school gardens, specialty urban farms) are growing rapidly throughout the region. Striking a balance between support of traditional audience and new audiences is a challenge.
- Land owners - production value; sustainability Families - health; managing life Youth - preparation for meaningful work; Decision makers - outcomes based on the investment
- farmers, ranchers, and agribusinesses
- People working on climate change, IPM, specialty crops; cultural diversity issues, economically disadvantage populations, water
- Taxpayers, decision makers, producers, consumers. They want problems solved efficiently and effectively.
- Producers Need to be more relevant to urban audiences
- Anyone connected with agriculture or a recipient of the services provided.
- Land managers: agriculturists, small acreage owners, agency land managers, homeowners. Eaters and consumers. Children and their parents.
- In addition to our traditional agricultural and natural resources clientele, Every urban family is key. Their well being financially, their health and nutrition, family relationships, etc. are all key elements.

**Do you feel the western region is appropriately recognized and supported at the national level for the contributions made to agriculture? Please explain your answer.**

*Agricultural Experiment Station answers:*

- I doubt most people recognize the diversity of agriculture production systems and their subsequent contribution to the nation's food supply. My impression is the West is overshadowed by the well known contributions made by the Midwest.

- Not sure what is intended. Most lay audiences don't understand agriculture in any region and the west is no different. States such as CA are recognized as being major producers of many ag commodities.
- No. Federal formula funding seems to favor the central and southern part of the US. California is caught in a bind in this because although it has the largest farm-gate agricultural industry in the country with Fresno county the largest ag county; it receives fewer federal dollars because the city of Fresno is now so large it is no longer classified as a rural county. Also California is largely a specialty crop state....not a bread-basket state..
- No, except in some minor areas. We have an enormous land based with concentrated population centers. We have a more land extensive-based agriculture and community (requires lots of land for grazing, recreating, etc.).
- No. USDA often seems to undervalue or underappreciate the scale, diversity, and impact of agriculture in the west. The national perception seems to extend no further west than mid-Kansas.
- I think we are recognized for research and extension contribution to agriculture by our peers and stakeholders. Support (funding), to a large extent is based on how we are perceived by our stakeholders.
- Probably not. With the exception of California, I don't think there is a strong appreciation at the national level of the high potential for food production in the West. this is especially true for the more insular areas.

*Cooperative Extension answers:*

- Probably not...when I think of ag in the west I think of the 'war' between conservationists embedded in federal and state agencies and the farmers and ranchers using public lands. I don't usually think of California with their mega farms owned by foreign companies. Perhaps better labeling on food would help. Seems like most of our food comes from Mexico and Chile. I'd like to buy more food produced in the US. Also, when I think of 'support' for ag in the US I think of farmers being paid not to farm, or huge food subsidies paid to grow products for export instead of local consumption.
- Probably not enough, especially compared to regions producing commodity crops.
- Once outside California, I do not think that the western region is appropriately recognized. Across the west, when our contributions are evaluated, I do not think there is the recognition or support justified by activities and contributions across the west.

- Each region is different, requiring regionally specific interests/needs. Most like, all four national regions feel they need more attention than they get. The area where I am most concerned with federal support is in water resource management (social, economic, ecological, etc). I am very pleased with Sonny Ramaswamy's restructuring of the previous federal priorities. He significantly improved relations with the LGU system.
- Definitely not! Most USDA programs are based on mid-West practices and needs and do not take into account the special challenges and needs of the diverse West.
- Don't know. Every region attempts to articulate its value. The West has not done so in the same way but it's unclear if it matters.
- No... Just count California's gross agricultural product, for example.
- No, too many specialty crops that are not key interest to the cotton, soy and corn states.
- Not sure. I have always thought that we should be asking for a redo on Smith-Lever and Hatch Funds formula's. Life has changed since the formula for formula funds was adopted.
- No - many individuals in other parts of the country do not understand the unique challenges of space and time as well as limited technology.
- Hmmmm. Not sure.
- Yes, but only within the agricultural community so we are talking about 2.0% of the population.

**What do you feel is the best way for the western region to improve how we document and demonstrate our value to key audiences? How do we best tell our story?**

*Agricultural Experiment Station answers:*

- Collect, compile, and summarize relevant and meaningful information; but, we need to define what this is first. Telling our story depends on the specific audience-- scientists would argue through publication in scientific journals whereas consumers may get more out of short statements or sound bites (no one form suits all).
- The Batelle study would be a regional approach and provide the synthesis needed to document the diversity of our work. The impact statements for multi-state projects are excellent documents and enhanced distribution should be evaluated.
- there isn't one solution. We need a suite of materials (brochures, short videos etc); we need robust individual web-sites driven by the science-based content (that is, people go there because they get the science-based information they need for

their local situation). We need to continue to foster local, politically connect individuals who know us to help tell our story

- Better impact statements, Lobbying
- Use impact statements, like for expiring Multistate Research Projects, that will explain what we do, why we do it, and what difference we make with our activities.
- Strong marketing campaign showing all the great things we do.
- No sure
- Publicity...national press, blogs. How is the west going to address the lack of water for agriculture in the next 30 years?

*Cooperative Extension answers:*

- Agree on metrics that will demonstrate our value. With the diversity of the west, we will not be able to develop one set of metrics that reflect the value across all states. There will need to be metrics developed, information gathered, and reports tailored for each state - or perhaps subsets of states. Exceptions the this approach may be in the areas of nutrition, youth development, local gardens (Master Gardener Program?).
- Champion our diversity and uniqueness and our ability to be relevant at the local and regional level. This is difficult to document. If each state is working effectively with its federal delegation, then as a region we are best addressing mutual key audiences collectively. Unlike the North Central Region, we do not have corn and soybean production in common and the associated deep federal funding. Not interested in replicating regional studies where the region we are using as an example is farm more homogeneous than ours.
- I think a multifaceted approach to telling our story is needed. We need to be more effective in reaching mass media (especially television) with the message that land grants are important and provide tremendous value. We also need to adapt to the digital age and provide information in ways that people increasingly seek it (eg. Google, Twitter, Facebook, etc.)
- Choose a few major issues and document the outcomes of our work
- More on-farm and on-ranch impact stories
- Impact reports that can be combined to represent our unique challenges.
- Work together, develop logic models with common, measurable indicators, implement the logic models, collect appropriate information, summarize, and market impact of our coordinated efforts.
- Actually conduct an impact outcomes measurement

- Get behind projects common to many states and determine how to aggregate outcomes.
- focus on common issues and LGU solutions I suppose.
- First, we have to recognize that we have to be relevant (and visible) to our urban clientele if we want Congress (and in some cases our state legislatures) to really pay attention to what we do.

**What do you think is the appropriate response, if any, to the Battelle studies commissioned by the North Central and Southern regions? Should the Western Region do a report and if yes, do we do it ourselves or have an independent 3rd party like Battelle do it? Explain your answer.**

*Agricultural Experiment Station answers:*

- Not sure what an appropriate response might be- I guess I don't understand the question. There is likely benefit of some sort in doing a report, but I am very certain there is tremendous disagreement about the value of an independent analysis. The questions that must be answered are why do it, who are we doing it for, then we need to ask what exactly are we doing, and finally when should it be done?
- I would support a Battelle study. It is important for our story to be told by an independent 3rd party. Battelle is the logical choice after conducting similar studies in the NC and S regions. I would hope that the study could include CE as well so we can tout the land grants in the west.
- we should hold a series of discussions among leaders in CE and AES in the west to find our common ground, then we should invite cornerstone, kglobal and others from our own communications teams to discuss how we might package our story (if we are successful at finding common ground, common themes, common priorities). Then and only then, we could have a discussion about a 3rd party pulling it together (positive: 3rd party; negative: we know us best)
- No, I do not believe the report was that good and I would be surprised if much came of it after each region does its own little "independent" impact analysis which will look much like the others when it is all said and done. I was not impressed with the studies.
- I think the Western Region should do a report, but by an independent 3rd party. If we do it ourselves, it could be seen as biased and self-serving.
- The Battelle studies commissioned by the NC and Southern regions were quality products that contained lots of important and useful information that can be used to market the impacts of our work. Likely, Battelle went to each state and ask for the

information and put it into a great package. They are large documents and I'm not sure who will take the time to read them in their entirety. Maybe we could make better use of funding through a focused marketing campaign.

- Not sure
- Am unaware of the Battelle studies.

*Cooperative Extension answers:*

- Unsure-but not convinced of the value yet.
- We should agree on mutually developed metrics that will demonstrate our value. With the diversity of the west, we will not be able to develop one set of metrics that reflect the value across all states. There will need to be metrics developed, information gathered, and reports tailored for each state - or perhaps subsets of states. Exceptions to this approach may be in the areas of nutrition, youth development, local gardens (Master Gardener Program?). In short, other than areas such as nutrition etc., we will not be able to have a Battelle study for the west that makes the sweeping generalized statements as in the North Central and Southern regions. The type and scope of metrics developed mutually will determine whether or not an independent 3rd party is needed to compile and analyze the information.
- No response. Do not support replicating these studies.
- I was not very impressed with the product of the Battelle study. It too often stated the obvious and didn't provide a very compelling case for a better presentation or branding of our work. I'm not sure who could do it better, but am not in favor of repeating the Battelle studies.
- Don't know that we should respond to the NC or Southern regions. I do think it would be wise however to identify one to three major issues that are a priority to decision makers and figure out how to tell our story around those issues.
- We absolutely MUST do it
- N/A
- We should not do a Battelle type study. We should make a concerted effort to address a key issue like obesity across the western states and do a great job of marketing that information---show what we as a 21st century land grant system can do to help solve complex societal issues.
- Mike, for the 10th time the Directors of Extension are not interested in participating in a Battelle study. California is working on a regional type study that might be incorporated into a larger regional study.
- Not sure it is a good investment.

- It is unclear who the audience is for such a piece. Why regional? I'm willing to buy in but need to understand the proposed benefit besides, they did, they're cool and we're cool too.
- What would we really gain that we do not already know. What would happen if we put the same money into marketing that can bridge the gap with our urban audience?

**Any other comments, questions, suggestions, or concerns?**

*Agricultural Experiment Station answers:*

- I hope that this discussion will have guided us to finding common ground (between CE and AES, and among the western states (which are very different, also with different needs and priorities)) we should have been able to print our own answers so we could bring them with us

*Cooperative Extension answers:*

- The ability to print this information for myself would be very useful so that I would have my notes at the meeting.
- We do much better when we meet as a group. Celebrate our Western diversity and heritage.
- N/A
- We must stop focusing on such a narrow segment of the population and determine how our collective expertise, successes, and market advantage can connect with mainstream America that develops advocacy for what we do.