

# WESTERN AGRICULTURAL EXPERIMENT STATION DIRECTORS

OFFICE OF THE DIRECTOR-AT-LARGE

MARK T. BUCHANAN  
Director-at-Large

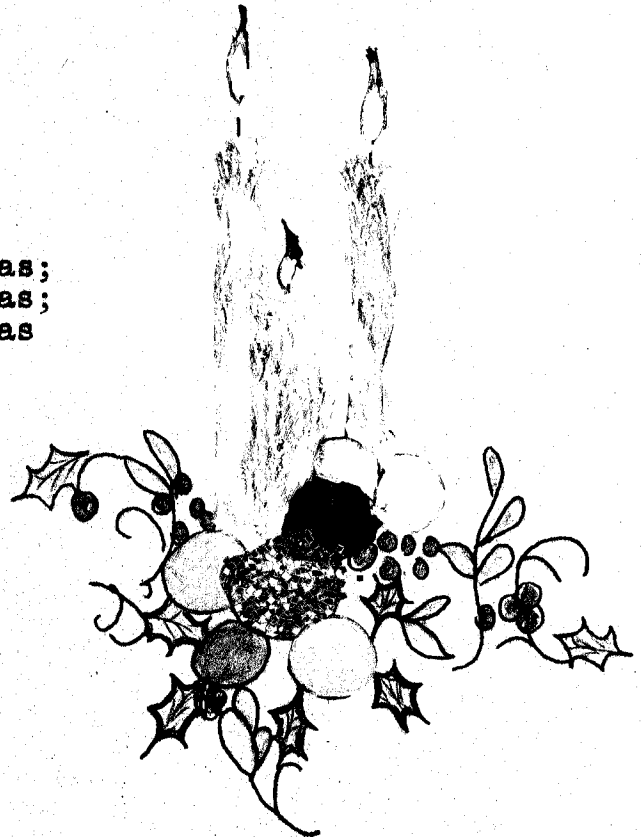
OWDAL-12/25/71

TO : Western Directors

FROM : Mark T. Buchanan  
Director-at-Large

SUBJECT: The Season

"We wish you a Merry Christmas;  
We wish you a Merry Christmas;  
We wish you a Merry Christmas  
And a Hap-py New Year!"



MTB/nr

Enclosures: Minutes of WD Fall meeting  
and Other Goodies

WESTERN ASSOCIATION  
OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

MINUTES OF FALL 1971 MEETING

Jung Hotel  
New Orleans, Louisiana

November 8-10, 1971

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WESTERN ASSOCIATION  
OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

MINUTES OF FALL 1971 MEETING

Jung Hotel  
New Orleans, Louisiana

November 8-10, 1971

Present:	Arizona	- R. K. Frevert
		- H. E. Myers
	California	- C. F. Kelly, Chairman
		- B. E. Day, Secretary
		- W. M. Dugger, Jr.
		- A. F. McCalla
		- E. G. Linsley
		- J. B. Kendrick, Jr.
	Colorado	- D. F. Hervey
		- Rue Jensen
	Hawaii	- C. P. Wilson
		- L. D. Swindale
	Idaho	- R. D. Ensign
	Montana	- J. A. Asleson, Treasurer
		- M. J. Burris
	Nevada	- D. W. Bohmont
		- R. E. Ely
	New Mexico	- P. J. Leyendecker, Vice Chairman
		- M. L. Wilson
	Oregon	- W. H. Foote
		- W. T. Cooney
	Utah	- C. E. Clark
		- D. W. Thorne
		- D. J. Matthews
	Washington	- J. M. Nielson
		- L. W. Rasmussen
	Wyoming	- L. C. Ayres
	WDAL and Recording Secretary	- M. T. Buchanan
	CSRS	- R. L. Lovvorn
	ARS	- T. W. Edminster

### 1.0 Call to Order

Chairman Kelly called the meeting to order at 8:00 a.m., November 8, 1971.

### 2.0 Adoption of Agenda

The published agenda was adopted with modifications reflected in the minutes.

### 3.0 Introductions

Dr. D. J. Matthews was introduced by Vice President D. W. Thorne of Utah as Dean of the College of Agriculture and Associate Director of the Utah Agricultural Experiment Station.

Dr. J. M. Nielson was introduced by Associate Director L. W. Rasmussen of Washington as the new Director of the Agricultural Research Center, College of Agriculture, Washington State University.

The Chairman extended greetings to Dr. R. L. Lovvorn, Administrator of CSRS and to Mr. T. W. Edminster, Administrator of ARS.

### 4.0 Announcements

An announcement was made concerning the Experiment Station Directors' Dinner to be held at Kolb's Restaurant.

### 5.0 Approval of Summer 1971 Minutes

The minutes were approved as distributed with two changes:

- (1) There was a misunderstanding concerning the term of service on ARPAC. R. K. Frevert is to continue for another year and should be listed instead of M. T. Buchanan as the ARPAC representative for 1972 (page 47).
- (2) For Fiscal Year 1972 the newly elected Chairman of RRC, M. L. Wilson is to be a member of the Executive Committee. Thus, the name M. L. Wilson should be substituted for M. J. Burris on page 48.

Substitute pages will be distributed by the Recording Secretary.

6.0 Report of Chairman and Report of Executive Committee

- 6.1 There has been no meeting of the Executive Committee since the Summer 1971 Meeting.
- 6.2 Dr. R. E. Ely of Nevada was appointed to an SAES-USDA Committee to consider a National Dairy Development Center.

Dr. Ely reported that a meeting of the Committee was held in October. The Committee has been asked to review the need for a National Dairy Production and Forage Research Center. The Chairman of ESCOP working through the Chairman of the Regional Directors made the appointments. Dr. Ely reported that there was not a great deal of enthusiasm for the Center among the states. One or more additional meetings are anticipated. Director Ely will ask Directors for reactions before the next session.

- 6.3 In line with Dr. J. S. Robins' request at Jackson, Wyoming, Chairman Kelly reported the appointment of a western representative to the Advisory Committee for Procedures and Policies for the Allocation of Funds under P.L. 89-106. Dr. Rue Jensen was appointed.

Dr. Jensen reported that the Committee had met in Washington, D.C. Much of the money available under this Act has been previously earmarked for cotton, soybeans, corn blight and other research. There is a small residue on which the advice is to determine priority proposals and rely more heavily on negotiation than on competition to determine the states that will receive the grants. The Cotton Committee, of which R. L. Lovvorn is Chairman, that resulted from the Dallas meeting with Cotton Incorporated, will make recommendations pertaining to allocation of funds for cotton research.

In the Northeast and in the West, priority attention will be given to allocations to support the Regional Research Centers in Rural Development.

- 6.4 Chairman Kelly announced that he had appointed Director J. A. Asleson as a member from the West to the Advisory Committee to NSF-RANN, EPA and other agencies.

Dr. Asleson reported that a meeting had been held and that the Committee had met with Dr. Greenfield of EPA and his staff. It was primarily a "get acquainted" meeting.

Dr. Asleson and Dr. Kendrick reported that in addition to the CSRS Advisory Committee appointed for liaison with EPA via ESCOP and the Regional Chairmen, there is also a Committee of Administrative Heads for liaison with EPA. It is anticipated that the Committee of Administrative Heads will help EPA become familiar with the existing organizational base, including agricultural extension. Thus, each committee would supplement the work of the other.

- 6.5 Chairman Kelly reported that he had been informed by DAL Buchanan and others who attended the meeting in Dallas with Cotton Incorporated, that a follow-up committee under the chairmanship of Dr. R. L. Lovvorn had been formed and that the representatives of the West present asked Dr. A. F. McAlister of Arizona to serve as the western representative on this committee. There is also information to the effect that the Beltwide Task Force group under the Administrative Advisorship of Dr. L. E. Hawkins of Oklahoma would appreciate the services of Dr. M. L. Wilson as a representative from the West to "update" the Cotton Task Force Report.

Chairman Kelly reported that he had little to do with these matters, but that he thought some of the items discussed at the Dallas meeting would be of interest to the group. Discussion followed on the position of Cotton Incorporated with respect to patent and publication matters. Director Kelly reported that there is conflict between patent policies of the University of California and those of Cotton Incorporated. He mentioned a letter from Director Jarvis Miller of Texas indicating a similar conflict between Cotton Incorporated and the Texas Station.

Dr. B. E. Day reported briefly on the Dallas meeting and Dr. R. L. Lovvorn followed with a

statement concerning the approximately \$10 millions available to Cotton Incorporated from the \$1 a bail "check-off" and the additional approximately \$10 millions available from Commodity Credit Funds for which Cotton Incorporated makes recommendations to the Secretary of Agriculture. Thus, a very sizeable amount of research money is involved. The constraints of the Cotton Incorporated grant procedure apply only to the check-off funds. Contracts and grants made for the support of projects by Commodity Credit Funds would be subject to the current policies and procedures of USDA.

Dr. Lovvorn requested Experiment Station Directors keep him informed concerning their negotiations with Cotton Incorporated.

- 6.6 Chairman Kelly appointed Director J. M. Nielson to serve on the ESCOP Marketing Research Subcommittee, replacing Director J. A. Zivnuska of California.
- 6.7 Chairman Kelly appointed a Resolutions Committee comprised of Directors L. C. Ayres as Chairman and C. E. Clark.

#### 7.0 CSRS Report - Lovvorn

Administrator Lovvorn stated that he had nothing additionally to report at this time beyond what he had said already in the meeting, in the Section and at ESCOP. He would, however, speak from time to time and answer questions as the meeting progresses.

Chairman Kelly expressed the Western Directors' appreciation for the attendance and participation of two top research Administrators of the USDA, Lovvorn and Edminster.

#### 8.0 DAL Report - Buchanan

I appreciate this opportunity to highlight some of the matters on which I have been working in your behalf. As usual, most of the items on which the other Regional Directors and I have attempted to be helpful will be reported by your elected representatives to ESCOP, ARPAC, etc. During this particular period I was also on the program at the AAEEA meetings at Carbondale and, later, the ARI meeting



at St. Louis.

There are three items I should like to highlight: (1) the review of Senate Document 59, (2) the review of physical facilities as a whole, and (3) regional and national planning. I shall begin by discussing these separately but, as you will see, they all "run together".

The initial steps in the Senate Document 59 review are taken by a subcommittee of ARPAC named by ARPAC'S co-chairmen Giles and Bayley. It is a small committee of G. M. Browning, A. W. Cooper, co-chairmen, and M. T. Buchanan and W. A. Carlson, members. This group is to prepare a draft by early November for intensive review within SAES and USDA during November and December. Whatever survives the review process is to go forward to Senator McGee before the end of December, 1971.

A major charge to the Senate Document 59 review subcommittee is to do its work so that the S.D. 59 document will be prepared within the context of a total review of physical facility needs for the SAES and USDA. There is an ARPF subcommittee on physical facilities planning co-chaired by M. T. Buchanan and D. J. Ward with which the S.D. 59 group is charged to work closely. The two committees have had several joint meetings for the purpose of attempting to arrive at philosophical and pragmatic approaches to their common problems.

But the "wheels within wheels" are not yet completely enumerated. At their last meetings ARPF recommended to ARPAC and ARPAC approved for recommendation to the SAES and USDA a regional and national planning system. Numerous present and potential ARPF and ARPAC subcommittees, including the S.D. 59 and Physical Facilities committees, committee to update the Long Range Plan, committee to develop a planning structure, the Beef Cattle and Human Nutrition committees and others are subsumed under the new planning system. Program and facilities are to be treated together under the new procedure rather than separately as before. The boundary lines of our playing field have been extended to encompass the total system comprised of all its interacting parts. You will hear more of this when Director Leyendecker makes his report for the Western Directors' ad hoc committee to deal with regional and national planning.

Now that I have tried to trace some of the relationships among efforts let me return to Senate Document 59. This has been, and continues to be, an intensive effort.

I appreciate very much your efforts at Denver on September 23, at San Francisco on October 15 and especially your homework before and after these sessions. As an indication of the worth others also ascribe to your efforts and those of Directors in the other three regions let me paraphrase John Fedkiw who has been sitting in for William Carlson of the USDA program evaluation group. Fedkiw said he had read "every word" of the Directors' reports, that the Directors had some things to say and had said them, and that though there were the anticipated bursts of enthusiasm for items that are scheduled or might be within each state's own borders there were also some good, general suggestions. He thought the Utah report was a classic -- couldn't this be a regional, cooperative SAES and USDA effort? Shouldn't there be more approaches and proposals of a similar nature? I think the other members of the S.D. 59 group agree with Fedkiw's analysis. Director Thorne has asked for an opportunity to speak briefly when I have finished and I hope he will be permitted to do so.

After a number of sessions, the S.D. 59, Physical Facilities and Regional and National Planning Subcommittees have agreed that the most likely, if not the only way to proceed in a manner such that each of the chinese boxes ultimately will be in its proper place is as follows: Begin with present program and facilities within each of the 39 Research Programs of the planning structure and organization (Soil and Water, the S.D. 59 focus, comprise two of these).

First determine, in priority, shifts that would be desirable within each Research Program. Next determine, in priority, still within the Research Program, the additions in program and facilities that should be added. Program and facilities obviously must be coordinated. Finally, integrate the Research Programs to Research Program Groups and these, in turn, to total program and facilities plans, regionally and nationally.

The S.D. 59 group is attempting to do its work in such a way that it will provide not only an introduction but a beginning model, as well, for the total job for the SAES-USDA regional and national program.

I could go on at much greater length on these three items -- S.D. 59, physical facilities review, and regional and national planning -- and on other items as well. I think I will stop at this point, however. With the Chairman's concurrence I will respond to questions at any time during the meeting.

May I now yield to the distinguished Director from Utah, Vice President Thorne?

8.1 A Proposal to the U.S. Department of Agriculture from Utah State University for an Integrating Center for Soil and Water Resource Management

Director D. W. Thorne made a copy of the proposal available to each state. He asked that the Directors review this statement and be prepared for further discussion at the February meeting in Hawaii.

8.2 Concentration of Regional Research by States

Director Thorne outlined an idea that he thought might be helpful in achieving greater effectiveness and efficiency in the use of Regional Research Funds.

After discussion it was agreed that Director Thorne would send a note on his proposal to the Forward Planning Committee and to the Regional Research Committee with copies to Western Directors. One or both of these groups, in turn, might want to canvass the Directors for information on their ideas on the proposal and, if favorable, for their suggested areas of concentration.

10.0 RRC Report - Burris

The RRC report is included as Appendix 10.0.

10.21 RRC recommended, and W.D. concurred, the approval of a new project, Discovery and Control of Natural Toxicants in the Food Chain, with C. E. Clark as Administrative Advisor.

10.31 RRC recommended, and W.D. concurred, the establishment of WRCC-11 "Turfgrass"

with D. D. Johnson as Administrative Advisor.

- 10.45 A special meeting of RRC will be held in January 1972 to consider suggestions for improving regional research. Comments are invited.

Mr. Edminster suggested that official requests for the naming of persons from ARS to serve on technical committees be directed to the Administrator. This is not to preclude discussion with individual representatives of research agencies on the campus, but the consensus of both Lovvorn and Edminster was that the official flow of correspondence should be with the USDA Administrators involved.

#### 11.0 ESCOP Report - Ely

In Director Wood's absence, as a result of illness, the report was made by Director R. E. Ely with the assistance of others who were present at ESCOP'S session on Sunday.

Director Ely stated that his report could be brief for the reason that the Chairman of ESCOP had reported on the significant items at the Business Meeting of the Experiment Station Section.

##### 11.1 Executive Vice Chairman of ESCOP

The Executive Vice Chairman plan passed by the four regions at their Summer meetings is now being implemented. George Browning had been named by the Chairman of ESCOP as the Executive Vice Chairman of ESCOP and steps are underway to inform key Department officials including the Secretary of this move. In accordance with the plan adopted, the other three Regional Directors will be available to assist in this function.

- 11.2 A subcommittee of ESCOP was appointed, comprised of two present members of ESCOP representing states in which there is an 1890 Land Grant Institution and four representatives of the Land Grant Institutions to be named by the Chairman of ESCOP on recommendation of the 1890 institutions, for the purpose of considering those matters particularly

pertinent to the Land Grant Institutions of 1890 and Tuskegee. One of the four representatives of the Institutions of 1890 will be elected by the four as chairman and will become a member of ESCOP. This plan was adopted in the Experiment Station Section Business Meeting. This constitutes final action since ESCOP is a creature of the Section rather than of the Division of Agriculture.

### 11.3 Regional and National Planning and Implementation System for Agricultural Research

The Regional and National Planning and Implementation System for Agricultural Research recommended by ARPAC was passed on Sunday by ESCOP with the request that each of the regions proceed with the appointment of their Regional Planning Committees. The Regional Planning Committee for the West has been recommended as the current three member RRC plus a fourth member, the senior member of ESCOP, four representatives of research agencies of USDA, one representative of ASCUFRO recommended by ASCUFRO, one representative of industry recommended by the Agricultural Research Institute, one representative of CSRS, and the Director-at-Large. The ARPAC plan provides options for additional membership, including representatives of home economics, colleges of veterinary medicine (and for several of the regions, institutions of 1890). The membership listed above is the one that has been recommended by the Special Committee for the Western Directors comprised of Leyendecker, Wood and Buchanan.

Dean Bohmont, another representative of the Western Region present at ESCOP, stressed the importance of being familiar with the special relationship of Land Grant Colleges of 1890 to the P.L. 89-106 Authorization, despite the fact that there is presently no Land Grant University of 1890 within the Western Region.

### 12.0 ESCOP Legislative Subcommittee Report - Wood

In the absence of Director Wood, Director Buchanan made the report.

Director Buchanan reported that the Chairman of the Legislative Subcommittee, Dean Roy Kottman of Ohio had made a report at the Meeting of the Experiment Station Section. Thus, he would respond to questions on items that members of the group might desire to have elaborated.

It was agreed that a shortened version of Dean Kottman's statement should be made a part of the Minutes of Western Directors meeting. The abstract is appended as Appendix 12.0.

Director Bohmont suggested that it would be helpful for the members of the Legislative Subcommittee of ESCOP representing the Western Region to have comments from members of the group pertaining to items of legislation suggested by Director Hawkins within the ESCOP meeting which were referred by ESCOP to the Legislative Subcommittee for study and recommendation. Director Buchanan spoke to a number of the suggestions, there was brief discussion, and Buchanan was asked to submit materials on this item to the Western Directors for their further study and comments. These would be then made available to the Western representatives on ESCOP for their use. (Done: OWDAL-73.)

Director Buchanan also reported on the preparation by the Legislative Subcommittee on request of ESCOP of a resolution pertaining to the Bellmon Bill. The resolution recommends the adoption of proposed legislation to establish environmental research centers within the states. The resolution as prepared by the Legislative Subcommittee suggests that these be located at Land Grant Institutions. The resolution is supplemented by a report of current research work underway in the agricultural experiment stations bearing on the subject matter appropriate to such research center programs.

Director Hervey suggested that it might be wise to move again in the direction of a legislative consultant. He suggested that the group consider referring this matter for further consideration to the Forward Planning Committee. The item was tabled pending the preliminary report of the committee established to review the DAL job description.

### 13.0 ARPAC Report - Frevert

Director Frevert reported that most of the items on the ARPAC agenda have been discussed already,

especially in ESCOP and in the ESCOP Legislative Subcommittee reports. Consequently, he would attempt to cover items that have not come before the group otherwise and attempt to answer questions on items that have been previously reported.

Director Frevert mentioned the workshops that have been held in the Northeast and recently in the South and which may be scheduled for the North Central and Western Regions. These are symposium-type sessions that are in substitution for the numerous commodity advisory committees that previously were associated with the National Agricultural Research Advisory Committee (NARAC). While there has been considerable criticism of the two meetings that have been held -- primarily with respect to failure to obtain sufficient advance notice, difficulties involved in obtaining clearance, questions concerning who should attend, and the like -- the report, on balance, is that the meetings have been useful. The Science and Education Office will be in touch with the West when it is "our turn".

Director Frevert also mentioned the ARPAC and ARPF Subcommittees on sector-planning that have been operating. These include Beef Cattle, Human Nutrition, and Cotton. Planning with respect to these segments has proceeded in three quite different ways. The Beef Cattle plan was developed by two individuals, Dean Whatley of Oklahoma and Dr. E. J. Warwick of ARS with the inputs of Directors in the form of comments and in the form of responses to a detailed questionnaire circulated by Whatley and Warwick. The Nutrition study includes the participation of Walter Fishel and his associates at Minnesota, who are involved with management research, especially research into the aids that may be utilized in the allocation of research resources. This group is in the process of developing four reports -- the second report is about to become available -- that will describe research opportunities, research shortfalls, and the like within the area of Human Nutrition. The Cotton group is proceeding in a more nearly traditional fashion towards its objectives for the determination of research priorities within this subject area. All three groups have served as "test-groups" for the national planning system.

Dr. Frevert also mentioned the current program of Dr. V. R. Smith of Utah, who is on leave with the Science and Education Office. Dr. Smith is

attempting to find those means by which scientific breakthroughs may be identified at an early stage. His area of concentration is animal physiology.

Dr. Frevert mentioned the Senate Document 59 group, the Physical Facilities review, the Cotton Research Committee (following Dallas), and their relationships to the planning system adopted.

Dr. Frevert also mentioned the NSF-RANN program and the SAES liaison group under the leadership of J. S. Robins of CSRS. In this connection, he commented on the proposal put together under the leadership of Carl Huffaker and Ray Smith of California which involves about 30 states. It is a continuation of research on pest control utilizing integrated means for selected crops. It is a coordinated project that has evolved from the cooperative efforts of interested individuals. Dr. Thorne reported that he had been informed in Washington, D.C. recently that this proposal would be funded.

Dr. Frevert reported on a presentation by Dr. John Buckley of EPA, who explained the organization and funding of research and other activities within that organization. These items have been distributed to Western Directors in OWDAL-72 under date of November 3, 1971.

Dr. Frevert mentioned that Directors are supposed to receive copies of the minutes of meetings of ARPAC. If you do not, please let Frevert know.

Dr. Frevert reported that this was one of the better meetings of ARPAC due in large part to the effective co-chairmanship of President Giles of Mississippi and Ned Bayley of Science and Education.

### 13.1 Regional and National Planning in the Western Region - Leyendecker

Director Leyendecker made available copies of a report for the Special Committee named by the Directors at Jackson. The committee is comprised of P. J. Leyendecker, Chairman; G. B. Wood, and M. T. Buchanan. A copy of the report is included in these minutes as Appendix 13.1.

In the discussion that followed, the first question was raised by Director Kelly. It had to do with USDA representation. Would USDA be able to supply the personnel to



serve as members of the committees, and would they be able to supply the analysts and coordinators proposed? Dr. Lovvorn responded that he could only say that the signals said to him that the research agencies and particularly the Director of Science and Education and his office were heartily in favor of the concept and plan. USDA would make every attempt to participate fully, in his opinion. With respect to the staff involved, what with personnel ceilings, reductions in grade and the like, he was not sure how the requested staff could be provided. He was hopeful, however, that a means would be found by which the other research agencies of the Department, CSRS and the states could provide the needed staff.

Kelly also raised a question concerning industry representatives. In the event ARI is unable to nominate a representative, how would he be obtained? Leyendecker responded that it would be then the responsibility of Western Directors to make such appointments directly.

Director Bohmont raised a question concerning Extension representation in the planning process. He also made a plea for better correlation of the EMIS and CRIS management and information systems. After discussion it was agreed that these are desirable objectives and that a representative of Extension should be made a member of the Western Regional Planning Committee.

Director Nielson asked for enlightenment on the relationship between RRC and RPC. Director Leyendecker responded that RRC would continue to function for RRF research programs. Its role in this connection would become a part of the enlarged program encompassing the total research program from all sources of funds. The members of RRC would serve as members of RPC with respect to the total program.

Director Burris questioned the level of administration proposed for members of the various committees. The response was that it was intended that RPC and RPG be made up of Experiment Station Directors, Associate and Assistant Directors, but that the

membership of RP's would be primarily of persons who are presently active in research. USDA people would be in similar categories.

In summing up the discussion to this point, Director Kelly made the comment to Dean Leyendecker that he thought the group was "for you". At the same time, there are a number of questions with respect to the present task force procedure for regional research in the West, the relationship of RRC to the total program, the participation of industry and Extension, and a number of things of this order that would be important for RRC to consider in advance of the February meeting. RRC and the Special Committee should get together in order to see how the several layers of organization mesh. The place of advisory groups also may need further consideration.

Director Frevert raised a question concerning the means by which the individual states might proceed in their initial part of the planning process so that the total effort could be coordinated in a meaningful way. Director Buchanan reported on the materials that were included with Experiment Station Letter Number 1182 of October 15, 1971. Among these materials was a research planning structure which is "the backbone" of the planning system. This structure resulted from the joint efforts of the Senate Document 59, the parent Physical Facilities Review, and the Research Planning Structures Subcommittees of ARPF. It is a means by which the 98 RPA's are grouped within 39 RP's and these, in turn, to 6 RPG's. The materials included with the Experiment Station Letter contained the general outline of this system and a summary of the RPA's in each category. Planning efforts should be undertaken in conformance with the structure that has been adopted or in a manner that can be "cross-walked" to it.

Director Burris raised a question concerning the relationship of the planning within SAES-USDA to the research undertaken by other research agencies. In water research,

for example, a significant amount is done under the auspices of the Department of Interior, some under their Water Research Centers, and some under contract and grant procedures. What will be the relationship of these activities to the planning process? It was agreed that the planning should proceed within the framework of SAES-USDA, but with knowledge of the research activities of others. We know, for example, that industry does more agricultural research than SAES and USDA combined. We need to know, better than we do now, the kinds of research they are undertaking. An effort is being made to obtain these kinds of data.

Dean Leyendecker reiterated that he solicits the advice and counsel of the entire group as the Special Committee continues its work toward the implementation of the research planning process. The committee will continue its work and report again in February.

#### 18.0 WSRAC Report

In the absence of Director Wood this report was deferred to the February meeting to be held in Hawaii.

#### 19.0 Progress Report on Evaluation of DAL Position - Kraus

In the absence of Director Kraus, Director Hervey made the report.

This is the report of a subcommittee comprised of J. E. Kraus, Chairman; G. B. Wood; D. W. Bohmont, and D. F. Hervey. Director Hervey circulated a statement entitled, Preliminary Analysis and Report of Western Director-at-Large Position, October 7, 1971. This statement is included in these minutes as Appendix 19.0.

The statement (Appendix 19.0) was prepared by the subcommittee following a meeting to review responses of Directors to eight questions put to them by Director Kraus. The committee agreed that a preliminary report should be distributed to all Directors along with a request that they again be invited to make comments or suggestions. Further comments should be submitted to Chairman Kraus. Any member

of the committee, however, would be glad to have your suggestions and reactions. The committee understands its charge to be finally the development of a revised job description.

#### 20.0 Communications Between Western SAES, WAAESD, and ARS - Kelly, Myers, Edminster

The minutes of the Wyoming meeting show that Chairman Kelly appointed himself, Mr. Edminster and Dean Myers to work on improved communications between the Western State Agricultural Experiment Stations, the Western Association, and the Agricultural Research Service. The committee requested letters on this subject from all the Western Directors citing specific examples of areas in which improvement was needed and suggesting possible solutions.

Director Kelly reported he received six or eight letters. On obtaining approval from the ones who wrote the letters he read excerpts from these. Some of these excerpts are reproduced in Appendix 20.0.

There was lengthy discussion following the reading of the excerpts at which time there was an expression of good will on the part of all concerned. The importance of frequent and thorough communication was stressed. This should include the Director as well as Department Chairmen. It would be helpful if, from time to time, administrators could sit down together and take a look ahead at plans either SAES or USDA might have, for consolidation, transfer of personnel, shifts in program and the like. Then, when something happens, it would not be as much of a surprise as it sometimes is now. There will always be personality problems, but with good intentions and good communications these can be overcome to the benefit of all concerned.

#### 21.0 Substitution of Federal for State Funds - C. P. Wilson

Director Wilson reported on a letter received by the President of the University of Hawaii from the Governor of Hawaii which proposed, in effect, to make reductions in State appropriated funds equivalent to increases received in federal funds.

#### 22.0 W-114 Travel - Kelly

The question pertained to the use of funds at Montana

for the support of travel of representatives from W-114 and other related technical committees to a national symposium. Director Kelly read from the minutes of the W-114 technical committee meeting a statement that indicated funds would be available at Montana for this purpose. Director Kelly questioned the accuracy of this statement.

In the discussion that followed, it was made clear that the Western Directors' Special Fund situated at Montana is the only official one available against which requests might be made for the support of such travel. A statement detailing the conditions under which this may be utilized is to be found in the Western Directors' Minutes of November 1970, Appendix C.

### 23.0 Pesticide Re-entry Problem - Bohmont

Director Bohmont discussed the problems involved in obtaining approval of W-120, Economic and Social Impact of Adjustment in Use of Chemicals in Agriculture. A combination of events transpired, the result of which was that W-120 did not get Committee of Nine approval in time for New Mexico to include the project officially in its initial plan of work for Fiscal Year 1972.

As a result of this project's "falling through the slats" Director Bohmont made two suggestions:

- (1) On projects approved through RRC for the Western Directors, the DAL'S office be requested to follow these through the successive stages of review to final approval in order to be continually aware of the status of these proposals, and
- (2) In the event there is some slip-up or failure anywhere along the line, the DAL be requested to make suggestions to the Administrative Advisor to assist in moving the project along to final approval.

These suggestions are to be among the items considered by the committee to review the DAL position.

23.1 Director Kelly reminded the group of the "white paper" prepared by Director M. J. Burris with the help of other members of RRC and with inputs obtained from other Directors. He stated that RRC, now under

the chairmanship of M. L. Wilson, plans to meet in Berkeley in January to review this and other items. Discussion followed on matters that would be within the purview of the January meeting of RRC. It was agreed that in addition to the white paper, RRC should have in mind the paper prepared by C. P. Wilson, the suggestion made by D. W. Thorne and other comments that might be received from the Directors, as well as their own thinking, with respect to ways in which the procedures might be firmed up or changed to better regional research.

Director M. L. Wilson requested additional comments from Directors pertaining to regional research. Following the January meeting, RRC would attempt to have recommendations for consideration by the Directors at the Hawaii meeting.

#### 24.0 Western Directors Certificates - Leyendecker

Director Leyendecker reported that the matter had been resolved.

#### 25.0 Future Meetings

##### 25.1 Final Arrangements for Spring 1972 Meetings - Leyendecker

Director Leyendecker reported that program plans are well along for the Spring meeting and called on Director C. P. Wilson to make a report on behalf of the host institution.

Director C. P. Wilson reported that he had written the Directors a letter under date of October 27, 1971 giving information on arrangements to date. Another letter will be sent soon.

#### 26.0 Resolutions

The Resolutions Committee, comprised of Directors L. C. Ayres as Chairman and C. E. Clark, presented the following Resolution:

WHEREAS, the Western Association of Agricultural Experiment Station Directors has had the capable leadership, as Chairman, of Director Clarence F. Kelly during the past year, and

WHEREAS, Director Kelly has had the ability to reduce the weight of the heavy problems while serving as Chairman, and

WHEREAS, this may be Director Kelly's last official meeting with the Western Directors,

NOW, THEREFORE, BE IT RESOLVED, that the Western Association of Agricultural Experiment Station Directors express its sincere appreciation for Director Kelly's untiring efforts through the years on regional and national committees and for his friendly, persuasive influence, and direct that the appropriate Director Emeritus' Certificate be prepared and presented to Director Kelly, and

BE IT FURTHER RESOLVED, that the Western Association of Agricultural Experiment Station Directors express its very best wishes to Dr. and Mrs. Kelly for a happy retirement from University administrative duties.

#### 27.0 ECOP Resolution

DAL Buchanan had been asked by Director Beattie, Vice Chairman of ESCOP, to bring to the Western Directors for their consideration a Resolution passed by the Extension Committee on Organization and Policy dealing with the concept of institutes for rural development to be located at each land grant university.

Discussion within the Western Directors' group centered about the potential relationship of these centers to the regional centers and especially to the Western Rural Development Center located at Corvallis.

After discussion, a motion was made by Director B. E. Day, seconded by Director P. J. Leyendecker, that the Western Directors approve the Resolution, in principle, with the understanding that there would likely be further discussion and possible amendments of it before its final adoption and implementation through the association.

MOTION PASSED with three dissenting votes.

(Later on, in the Division Meeting, a Resolution was passed after amendment to include research and teaching within the College of Agriculture of the Land Grant Institutions. A committee also was established to help with the final wording and implementation of further, potential legislation in this area.)

28.0 Adjournment

The meeting was adjourned by Director C. P. Wilson, to whom Director Kelly passed the gavel, at 10:45 a.m., November 10, 1971.



## APPENDIX

## 10.0 REGIONAL RESEARCH COMMITTEE REPORT

Western Association  
of Agricultural Experiment Station Directors

Jung Hotel  
New Orleans, Louisiana

November 7, 1971

## Present:

Members:	Montana	- M. J. Burris, Chairman
	New Mexico	- M. L. Wilson
	California	- B. E. Day
	Oregon	- W. H. Foote, Alternate

Others:	Utah	- C. E. Clark
	CSRS	- James Turnbull

The meeting was called to order by Chairman M. J. Burris at 3:30 p.m., November 7, 1971.

The Regional Research Committee discussed items in order indicated by this report.

Director C. F. Kelly, Chairman of Western Directors, visited with the committee at the beginning of the meeting and commented on matters of committee business.

## 10.1 Task Force Report

## 10.11 Dairy

The Task Force Report on Dairy, with Director R. E. Ely of Nevada as Administrative Advisor, has not yet been received.

## 10.2 Project Proposals

10.21 Discovery and Control of Natural Toxicants  
in the Food Chain

A revised regional research project proposal bearing this title was received from Administrative Advisor C. E. Clark of Utah. RRC notes that revisions have been made in response to review at the Summer 1971 meetings. RRC recommends approval of this project proposal for the period July 1, 1972 to June 30, 1977 with Director C. E. Clark as Administrative Advisor.

(Action of Western Directors: APPROVED.)

10.22 Physiological Criteria for Forage, Range and Pasture Plant Breeding

RRC notes that the Ad Hoc Technical Committee on Physiological Criteria for Forage, Range and Pasture Plant Breeding is being formed by Director R. D. Ensign of Idaho and progress is being made.

10.3 Western Regional Coordinating Committee

10.31 A petition was received from Director D. D. Johnson of Colorado for the establishment of a WRCC in the area of Turfgrass.

RRC recommends that WRCC-11 Turfgrass, with Director D. D. Johnson as Administrative Advisor, be authorized for the period July 1, 1972 to June 30, 1975.

(Action of Western Directors: APPROVED.)

10.4 Other

10.41 Action on Water and Watersheds Task Force

Following the Summer 1971 meeting of Western Directors, Director M. T. Buchanan sent a letter to Administrative Advisors of regional projects related to the Water and Watersheds Task Force relating to coordination of research activities and the need for reconvening the Task Force on Water and Watersheds (Minutes of Western Directors, July 1969). In the absence of report back from these Administrative Advisors it was decided to indefinitely table consideration of this item.

#### 10.42 Suggestion on Project Numbers

RRC considered a proposal by Director R. D. Ensign of Idaho that the prefix N be assigned to regional research projects having broad national participation. No action was taken.

#### 10.43 Inclusion of the area of work on Reproductive Performance of Sheep in W-112

RRC received a report from Administrative Advisor Rue Jensen that after consultation with the Technical Committee of W-112 it seems acceptable that research on Reproductive Performance of Sheep be included in this project and that the project be renamed. RRC recommends approval of this change: W-112 The Reproductive Performance of Domesticated Ruminant Animals, and asks Dr. Jensen to take the required action in conjunction with the technical committee to initiate this change.

(Action of Western Directors: APPROVED.)

#### 10.44 Replacements for C. F. Kelly as Administrative Advisor

RRC received a request from Director C. F. Kelly to be replaced as Administrative Advisor to projects W-99, WM-51, and WRCC-3 because of his impending retirement.

RRC recommends the following Administrative Advisor replacement for C. F. Kelly:

W-99 - D. F. McAlister

Action on other projects is postponed until the Spring 1972 meetings.

(Action of Western Directors: APPROVED.)

#### 10.45 Preliminary discussion on "White Paper"

Procedures for review of the white paper on Regional Research were discussed. A special meeting of RRC will be held in January 1972 to act on this matter.

#### 10.5 Adjournment

The meeting adjourned at 6:00 p.m., November 7, 1971.

## APPENDIX

12.0 ABSTRACT OF REPORT FROM LEGISLATIVE  
SUBCOMMITTEE BY ROY M. KOTTMAN

## Membership of Legislative Subcommittee for 1972:

North Central: G. M. Browning  
R. M. Kottman, Chairman

Northeast : N. C. Brady  
R. F. Hutton

South : J. H. Anderson, Vice Chairman  
Doyle Chambers

West : R. E. Ely  
G. B. Wood

ASCUFRO : J. A. Zivnuska

Colleges of  
1890 : R. G. Seals

In addition to the usual preparation for and presentation of budget materials and statements on behalf of the SAES

. before the Executive Committee, NASULGC for FY 1973,  
 . before the Office of Management and Budget, House and Senate Committees for FY 1972, and  
 . before the Office of Management and Budget for FY 1973  
 there were several additional items. These included the following:

- . Working toward a \$5 millions supplemental appropriation to be made in 1971 for work during Fiscal Years 1971-73
- . Working toward liaison through CSRS, with NSF-RANN, EPA, etc.
- . Agreement that state stations may increasingly have to request funds in commodity or specifically oriented "package", expend funds received in accordance with the "package" items requested and report to Congress on accomplishments by packages

- . Bringing Colleges of 1890 into membership and participation
- . A special breakfast meeting with members of the concerned House and Senate Committees
- . A meeting with Secretary of Agriculture
- . Request of Regional Directors to aid in implementing a plan for liaison representatives with significant industry groups
- . Requested Regional Directors to assist in obtaining information from states concerning state's intended use of increased funding.

Dean Kottman reiterated the necessity for each Station Director to visit his Congressional delegation in Washington and to invite them to visit the station and university. Inform them of their station's part in the budget proposed!

The following fiscal 1974 request budget was moved and passed by the Division of Agriculture:

#### FISCAL 1974 REQUEST

##### STATE AGRICULTURAL EXPERIMENT STATIONS

(Increase) .... 39,824,000

#### HATCH ACT

Increased Cost of Conducting Research .....	4,000,000 <u>1/</u>
Program Expansion .....	15,000,000
Environmental Quality and Natural Resource Conservation .....	5,000,000
Consumer Needs, Including Nutrition, Adequacy of Food and Fiber Supplies, and Food Safety .....	5,000,000
Rural Development .....	5,000,000

COOPERATIVE FORESTRY RESEARCH(McINTIRE-STENNIS) ..... 3,300,000Increased Cost of Conducting  
Research ..... 300,000 1/Meeting Needs for Forestry  
Production ..... 3,000,000SPECIAL GRANTS P.L. 89-106 ..... 2,000,000

Rural Development Centers ..... 1,000,000

Pollution Abatement ..... 1,000,000

LAND-GRANT COLLEGES OF 1890 AND TUSKEGEE ..... 2,900,000 2/FACILITIES P.L. 88-74 ..... 12,000,000FEDERAL ADMINISTRATION ..... 924,000

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1/ This figure to be 6.2 per cent of the Executive Budget for Fiscal 1973 "Payments to the States", or an amount of \$4 million under Hatch or \$300,000 under McIntire-Stennis, whichever, in both instances, is the higher.

2/ This figure is based on 32.2 per cent of \$8,883,000 which is the Fiscal 1972 level of appropriations. This amount is subject to upward adjustment in terms of applying the 32.2 per cent increase to the President's Executive Budget for Fiscal 1973.

## APPENDIX

## 13.1 A RESEARCH PLANNING SYSTEM FOR THE WESTERN REGION

(A REPORT OF THE WESTERN DIRECTORS' SPECIAL  
COMMITTEE ON REGIONAL AND NATIONAL  
PLANNING -- P.J. Leyendecker,  
G.B. Wood and M.T. Buchanan)

After extensive study and review, ARPAC has recommended a regional and national research planning and implementation system. This system is to encompass all publicly supported agricultural, home economics and forestry research in the United States. Information concerning the updated proposal to ARPAC and ARPAC'S action thereon was distributed with Experiment Station Letter Number 1182 for October 15, 1971.

The flow of agricultural research planning is from the individual states to a Regional Planning Committee (RPC). RPC is to examine the state plans and suggest modifications based on its analyses, with the aid of analytical staff, of regional research needs and the manner in which these needs may be met most effectively and economically. RPC also will receive inputs from ARPF and ARPAC at the national level. In order to facilitate the planning process RPC is expected to make some of its preliminary judgments in advance of active state and regional planning efforts. Thus, RPC may have a great deal to do with the order of and intensity of the planning and implementation functions to be undertaken by Research Programs (RP's) and by Research Program Groups (RPG's) within the western region and within the individual states. RPC'S work will be continuous.

Good staff work is essential to the success of RPC and to the success of the total endeavor.

It is <sup>recognized</sup> that Cooperative Extension's participation is desirable in an advisory capacity. Provisions can be made for such representation following the formal organization of the Regional Planning Committee. <sup>Presently,</sup> Cooperative Extension is represented on ARPAC. *is to*

The basemark for planning is implementation of programs under current funding. First, consideration should be given to possible, desirable shifts within existing programs and resources. Next, attention should be given to



programs to be added in priority order. The planning system ~~is intended to encompass~~ all programs, funds, task forces, work groups, advisory groups, and the like. Each of these is a part of the interacting whole.

Once <sup>is to</sup> the Western Research Planning Committee has made ~~its~~ preliminary judgments with respect to priority and order of planning efforts, work will proceed within the states in accordance with the research planning structure. Task forces for RP's, the RPG's, advisory and other groups will participate. The results of their efforts will flow back to RPC for review and reaction. RPC may resubmit all or part of these with comments back to the states and committees for further review and consideration. After the results of these interactions are in, RPC will decide what to recommend to ARPF. As stated earlier, ARPF under policy guidance from ARPAC, also will have had an input to earlier stages of RPC activities. ARPF, with the aid of advisors, will review RPC proposals, comment on them -- back to the RPC's or forward to ARPAC -- and ultimately make recommendations to ARPAC, which in turn, is advisory to the Secretary, USDA, and to the President, NASULGC.

The planning and implementation process is to be continuous. It will operate within a ten-year forward time frame (1971-80, 1972-81, 1973-82, etc.)

Once again, to be effective, the planning process must be facilitated by staff analysts and coordinators who will assist in the preparation of suggested procedures and forms as well as in analysis, coordination, and in research on resource allocation and related management techniques.

## COMPOSITION AND FUNCTIONS OF PLANNING GROUPS

### I. Research Planning Committee (12 members)

- A. Description: The RPC will deal with total research programs in the Western Region.
- B. Purpose: The RPC will do the following with respect to the total research program in the Western Region:
  1. Make a preliminary analysis of the research underway within the region; suggest shifts in allocations of existing resources, and propose new work in priority order;

C. Membership and Leadership:

<sup>7</sup>  
Six members, three from SAES and three from USDA. The Co-chairmen and members are to be designated by the Chairman of the Western Directors' Association and the Director of Science and Education, USDA. ✓

\* *Chairman of Western Directors' Association*

III. Research Programs (4<sup>-8</sup> members)

A. Description: The RP's are identified in the planning structure. They are roughly equivalent to the 32 National Task Forces that reviewed the Long Range Study. They differ in that some have been "split", there has been some realignment and under the new system they are to be regional rather than national. The order of their establishment will be determined by the RPC.

B. Purpose: Each RP, as it is activated, will review its portion of the total research program for the region, suggest shifts in existing resource allocations, participate in developing coordinated implementation plans, and propose new work in priority order for the package of RPA's assigned.

C. Membership and Leadership:

<sup>-6</sup>  
Four members, two from SAES and two from USDA. The Co-chairmen and members will be designated by the Chairman, Western Directors' Association, and the Director, Science and Education, USDA.

*to provide leadership to the*

STAFF

*program*  
At least one full time analyst is requested to be provided by CSRS. This person will be responsible to the RPC and will be housed with and coordinate the regional planning effort with the DAL, *with direct contact as needed*

2. Activate RPG's and RP's and provide them with information obtained in "1" above;
3. Encourage and assist in planning within individual states--again with "challenge" set forth in item "1" above;
4. Review reports of States, RPG's and RP's. Return these with comments, as appropriate;
5. Develop coordinated implementation plans for research programs of the Universities and the USDA in the Western Region.

C. Membership and Leadership:

RRC	3
<del>Senior Member of ESCOP</del>	<del>1</del>
USDA	4
ASCUFRO	1 <u>1/</u>
Industry	1 <u>2/</u>
CSRS	1
Director-at-Large	1
<del>Coop</del>	1 <u>3/</u>

Co-chairmen and members are to be designated by the Chairman, Western Directors' Association and Director, Science and Education, USDA.

II. Research Program Groups (<sup>7</sup>6 members)

- A. Description: RPG's will be established as needed to deal with the research areas identified in the planning structure. 1.0 Nat resour, 2.0 Forest, 3.0 Crops, 4.0 Animals, 5.0 People, communities + Institutions, 6.0 Computer, Trade, & technology.
- B. Purpose: Each RPG, as it is activated, will review its portion of the total research program for the region, make implementation plans, suggest shifts in existing resource allocations, and propose new work in priority order. Each will have as a major resource the reports of RPC, the states and RP's, but the RPG's may utilize other resources as well in their analysis of the package of RP's and RPA's that comprise their area of assignment.

1/ To be recommended by ASCUFRO.

2/ To be recommended by ARI.

*3/ Western region rep. incl. R.E. and com. the of ESCOP.*

## APPENDIX

19.0 PRELIMINARY ANALYSIS AND REPORT OF  
WESTERN DIRECTOR-AT-LARGE POSITION

October 7, 1971

The committee on evaluation of the D.A.L. position in the Western Region met and developed this preliminary report based on reactions from most of the 12 Western States and CSRS, and also on a full discussion of many items by the members of the committee.

It appeared evident that there was considerable variability in interpretation of the questions sent to the Directors and thus considerable confusion in the answers and/or responses to the questions.

The committee feels that any final recommendations it may make should reflect the thinking of the majority of the Directors in the Western Region. For that reason, the committee wrote each Western Director following the summer meeting asking him to respond to various questions and to make comments on any points regarding the Director-at-Large position.

After discussion by the committee it was felt a preliminary report should be distributed to all Directors along with a request that they again be invited to make comments or suggestions.

The Directors were requested to respond to eight questions and to make comments on them or on other matters relating to the D.A.L. position.

Following is a list of the eight questions, with a rationale for each one and a general position statement prepared by the committee which it believes factually states the situation regarding the D.A.L. position and its responsibilities.

1. Should this position provide primarily for assistance to the SAES on a regional or local basis, i.e., should the D.A.L. place primary emphasis on problems of the individual states as related to regional needs?

This question was designed to determine the relative importance of the D.A.L. position in providing

assistance to the Western Directors on problems or matters of primary importance to the individual states or the region, and/or assisting them in focusing on regional problems as they might fit into national goals or plans.

#### Position Statement

Although there is some divergence in opinion among the Directors regarding emphasis the D.A.L. should give to activities within the region, there is general agreement that such activities are important and that some changes be considered for the D.A.L. to give greater emphasis to such matters.

It is important that the D.A.L. maintain close contact with the Western Directors to keep abreast of problems and concerns of individual Directors. The D.A.L. should work toward further strengthening the cooperative relationships between individual states on sub-regional and regional problem oriented efforts. He should provide information and assistance to help achieve cooperative planning in the development of regional goals and interdisciplinary efforts within the region.

2. Should his primary responsibility be to work on a national level with other D.A.L.'s, with CSRS, with USDA, and with Congressional representatives on budgeting and other matters?

This question was designed to determine how much emphasis and time the D.A.L. should place on assisting USDA personnel, including CSRS, in developing national plans, policies, goals, budgets, etc.

#### Position Statement

There is general agreement that the D.A.L. is and should continue to devote a substantial part of his time and effort in representing interests of the Western Association of Agricultural Experiment Station Directors at the national level. The emphasis suggested is that the D.A.L.'s primary responsibility is in representing the Western Association in contacts with the other D.A.L.'s on interregional matters, with CSRS and other USDA agencies and other national organizations.

This primary responsibility should involve the actual development of national plans or policies only as they relate to budgets, operations and needs of the Western

Directors in such plans.

It is expected and desirable that the D.A.L. be officed by CSRS when he is in Washington, D.C., and that one of his major efforts continue to be to maintain liaison with CSRS. However, in so doing, it is expected he will maintain his identity as a representative of WAAESD.

3. What kinds of services or information could or should the Western D.A.L. provide to the individual states or to the region, which are not currently being supplied?

This question related to services or information which might be supplied by the D.A.L. office or staff which would provide information which each Director might use to better evaluate his total resources and programs in terms of what is happening elsewhere. This could be directly related to research planning, but would be aimed at furnishing information that would be of value on a local or interstate situation rather than related to a national plan.

Actually, what is involved was stated best by one Director as follows: The D.A.L. or his office should provide background information about the region, states, and nation concerning agricultural interests, commodities, and priorities, that will assist the states in planning and fitting their individual programs into regional and national situations.

The Western D.A.L. did furnish some of this information to the states a few years ago but there has been only limited updating of such information for individual state use.

### Position Statement

The general concensus of the Directors was that more such information should be provided to the Western States by the D.A.L. or his office. The point was also made that perhaps more services to individual states are being performed than most Directors realize or use. It is also possible that more direction or suggestions should be given to the D.A.L. as to the kind of information desired or needed by the states and what kind of priority should be placed on various requests.

4. Should the position be primarily for the purpose of developing budgetary proposals and budget projections or should there be other areas of primary responsibility?

Position Statement

The development of budgetary proposals and budget projections for the region was identified by most states as a very important responsibility of the D.A.L. position. Several states feel that it is an activity of primary importance.

However, most Directors feel that the D.A.L. position should function as a staff officer to the members of the legislative subcommittee of ESCOP, to the national legislative subcommittee, and to the individual Directors through their chairman.

A problem exists in keeping the Directors informed and up-to-date on the budgetary process. Some feeling was expressed that budget projections are sent forward without individual states having participated fully in their development.

It is suggested that the budgetary process is a complicated one, often involving timing considerations that preclude individual state involvement. Improved communications could be made possible through regular meetings of the D.A.L. and the regional members on the ESCOP legislative subcommittee. These should be held prior to national meetings of the legislative subcommittee so that the regional members of this committee can be better informed as to agenda items, and to permit state-by-state contacts of Western Directors on budget matters of importance to the region.

5. What is the effect of long range planning upon our need for a D.A.L.?

Concern was expressed that the long range plan has not been very effective in funding needs to implement state and regional planning efforts. Emphasis upon regional planning was stressed with the regional task force program identified as a meaningful and helpful effort.

There is considerable question by many Directors and others as to how effective "the" long range plan or plans have been and whether they have actually accomplished much.

This question was asked to determine what the Directors' reaction is to the D.A.L. responsibility in the development and/or projection of long range plans, whatever they might be.

#### Position Statement

All Directors responding felt that long range planning is a continuing function in which the D.A.L. position should play an important role. While national goals are important, our major emphasis should be placed on formulating state and regional plans and their articulation with national goals and objectives.

#### 6. What is the relationship of the D.A.L. position to that of recording secretary?

For several years Leo Gray acted as recording secretary for the Western Directors. These duties, along with the same position for WAERC required about one-half the time of Leo. About two years ago he was transferred to Washington, D.C. by ERS and at that time the recording secretary position and duties were combined in the D.A.L.'s office.

There has been considerable uncertainty as to how this arrangement is working and how the responsibilities and funds are assigned.

The committee was asked to evaluate the relationship of the D.A.L. position to the recording secretary, the elected secretary of the Western Directors, and the needs of the Association for a recording secretary.

#### Position Statement

Funding for the recording secretary in the amount of \$10,500 was provided from "off the top" funds from RRF directly from CSRS to the California station, beginning with fiscal year 1971. It has continued in this amount for fiscal year 1972. There is general consensus that the recording secretary's responsibilities should be part of the D.A.L. office services but not necessarily part of the D.A.L. responsibilities. It is recognized that the secretarial services of someone competent in these skills must be provided for the smooth function of the regional research committee's report and deliberations for Western Directors' consideration. It is not a unanimous opinion, on how large a job the recording secretary to the Western Directors really is under the present organizational arrangement. It is



suggested that the D.A.L. provide some evaluation on a time motion and cost commitment as he sees his office performance in providing these needed services.

7. Where should the D.A.L. position be located? Should it remain at the California station, be located in Washington, D.C., or be located elsewhere?

Questions have been raised as to whether the D.A.L. position should remain in the region or whether it should be moved to Washington, D.C. for closer correlation and coordination with CSRS and other USDA agencies and other national government organizations.

#### Position Statement

It is the consensus of the Experiment Station Directors responding to the committee's inquiry that the D.A.L. should be located in the western region. He should be closely associated with one of the experiment stations and have ready access to the chairman of the Western Directors. While several Directors indicated a need for close liaison with the Washington scene, it is a concern that if a D.A.L. assignment were to be identified in other than the region where he is basically involved, that the position would soon become less responsive to the interests and programs of the West.

A decision as to whether this position should remain at Berkeley with the California station, would need to be determined by the Western Directors after consultation with the California station on space needed and its availability, on fiscal relationships, and on other matters which are the responsibility of the California Agricultural Experiment Station under the current arrangement.

8. What should be the title of the position currently designated as Director-at-Large for the Western Region?

The title of this position varies in the four regions. Two regions designate it as Director-at-Large, one designates it Regional Director, and the fourth designates it Regional Coordinator. Questions have been raised as to the title of the position in relation to the duties and responsibilities.

#### Position Statement

It was practically the unanimous opinion of the Directors

that the individual who is responsible for coordinating regional research activities in the Western Region and who is currently called the Director-at-Large, needs to have a prestigious title which gives connotation of authority and of understanding of the Western Experiment Station Directors organization. It is generally believed that the term executive secretary does not provide this prestigious nor descriptive connotation. There is no general agreement as to a continuance or a change in the title Director-at-Large. Other suggested titles which may be descriptive of the assignment have been suggested such as Executive Director, Western Regional Research Director, Western Regional Research Coordinator and Administrative Director.

The committee believes that the Western Directors should confirm the title of this position and then outline the responsibilities and duties that fit the position.

## APPENDIX

20.0 COMMUNICATIONS BETWEEN WESTERN SAES,  
WAAESD, AND ARS

(Excerpts From Letters Received)

"I am pleased to report that we have had a minimum of problems along this line. For the most part, ARS personnel are well 'integrated' into subject-matter departments. Also, generally I get to see the ARS manuscripts and work plans.

I suppose we get an occasional 'surprise' regarding some of the ARS activities, and possibly they could say the same about some of our activities."

D. F. Hervey  
Colorado

"Let me say first that as far as I am aware there are no problems of communication between CSRS and Federal Extension Service and our Experiment Station and Extension Service.

I believe the principle problem area resides in our research programs and those of the ARS. There are numerous examples, I am sure, with ARS personnel assigned to work within Departments of the Experiment Station, where communication and programs are excellent. On the other hand I believe that some of the ARS laboratories in this State and perhaps others, tend to operate in isolation or at least with some degree of aloofness of state-supported activities in similar areas. We probably bear some of the blame for this also. I recognize too that an important factor in determining whether the communication and coordination is good or bad lies primarily with the personalities of the people involved.

As a suggested solution to this problem I would recommend that annually, biannually or at some suitable regular interval, the ARS leadership meet with our Agricultural Experiment Station leadership in order to review respective goals, appropriate roles, and future plans. It seems to me we lack an overall perspective of the total agricultural research activity (present and proposed) within the State from the administrative viewpoint. These meetings could be valuable in our own planning process as we attempt to stretch our resources to meet the ever demanding needs."

J. B. Kendrick, Jr.  
California

"With respect to relationships and communication between ARS activities and the Hawaii Agricultural Experiment Station I would say that for the most part relationships have been excellent.

We also have on our campus the Hawaii Fruitfly Laboratory which has a sizeable professional staff. Although they are not integrated into our Entomology Department in the same sense that our Hawaii Tropical Fruit Processing Laboratory is, they have very close working relationships. We are in continuous communication, both at the department and at the Director's level.

We have had for several years a contract for mechanized harvesting of coffee and other fruit and nut crops and this also has been a joint project. At the technical level there is good cooperation. We do have some problems with respect to fiscal management but perhaps this is unavoidable under a contract situation."

C. P. Wilson  
Hawaii

"Several months ago I wrote to CRIS and asked for a listing of USDA research efforts in Montana. The material I received showed essentially the information on the CRIS AD416

plus the last annual report on all ARS, ERS, FS, and other agencies for work units, grants, and contracts financed by USDA in the state of Montana, (SAES and M-S excluded). I was 'educated' on several items. I would suggest that each Director who wants to know what USDA research is going on in his state try this request."

M. J. Burris  
Montana

".....I would say the main problem depends upon the administrative policies and attitudes in USDA as well as the State Experiment Stations. In other words, really how close do we want to operate and act as a unit? This varies according to which department of USDA you are cooperating with. Some departments are very informal and the cooperation is usually excellent and, in fact, to an outsider it is difficult to tell whether the employee is a state employee or a USDA employee. Such individuals usually attend our meetings and participate as an actual employee of the State Station.

On the other hand, some USDA departments spend considerable effort striving to maintain identity and only participate in some of our discussions reluctantly even when invited. The attitude and possibly even policy is to maintain a separate identity from State Agricultural Experiment Station programs as an observer. I am not implying that this is entirely an incorrect policy, at least to a degree, but the degree to which this operates influences considerably the communications between agencies and also between individuals attempting to cooperate on common problems within a State or regional boundary.

We attempt to maintain good relations with both types of groups but it always seems more comfortable and cooperative with the department that doesn't always have to feel it has to check with Washington or Beltsville before they can be actively part of certain programs or activities.

As administrators in State Experiment Stations, I think our policy should be to always

encourage close cooperation on an administrative as well as a technical level. For example, I think that having Dr. Edminster to our meeting at Jackson Hole is the first appropriate step. This is the first year for several years that we have been able to sit down and visit with an administrator in this capacity with ARS.

We really do not have any problem of cooperation here in Idaho that cannot be overcome by a face to face communication with our cooperators. We enjoy having them in Idaho and I believe that most of them enjoy being and working in Idaho."

R. D. Ensign  
Idaho

"I believe we have this pretty well under control here at Utah State. It is the policy of all federal workers associated with Utah State University to submit proposals for grants through the University. In my position as vice president, these all flow through my office. We do attempt to minimize duplication of proposals to any particular organizations, particularly commodity groups within the state. This arrangement has worked quite well. The federal personnel seem to be quite satisfied with the arrangement insofar as I have been able to determine.

Frequently, our state and federal people collaborate in proposals and we encourage this type of endeavor. We also encourage interdisciplinary programs with emphasis on getting people from many disciplines representing several departments and colleges to work in a particular area. These are the organizational units of greatest success at the present time.

We do have some personality conflicts. This would be an expected result of having diverse, strong-minded people working in proximity to each other. However, we have not had any cleavage, to my knowledge, between federal and state workers."

D. W. Thorne  
Utah

"We have quite frequently encountered communication difficulties with respect to grants, contracts, and cooperative agreements.

It seems many times word reaches an investigations leader that some funds are or may be available for the support of research under either a grant or a contract and occasionally under a cooperative agreement. This investigations leader will then discuss this with someone on our faculty known to be interested in doing research along the lines desired by the USDA agency. Frequently, considerable correspondence develops at the working level before anyone in a supervisory position in our organization hears about it. This is not all bad provided the discussion proceeds along the lines it should. But, frequently, it runs down the wrong track and then at some late stage we have to try to get it corrected and set up in accordance with both our policies and those of USDA.

In general, we have excellent working relationships with USDA personnel located in the state, and hopefully, by improving a few communication problems, we can maintain and improve these relationships."

L. W. Rasmussen  
Washington