

MINUTES OF THE MEETING OF
THE WESTERN ASSOCIATION OF
AGRICULTURAL EXPERIMENT STATION DIRECTORS

Denver, Colorado

November 12, 1984

SUMMARY OF ACTIONS

November 12, 1984

	<u>Page</u>
1. Adopted the agenda as distributed.	2
2. Approved minutes of the August 1-3, 1984 meeting.	2
3. Heard RIC report and approved recommendations to:	
a. defer consideration of revised IR-6 proposal	2
b. accept revised WRCC-57 petition	2
c. defer consideration of WRCC- Sheep Footrot petition	2
d. reassign Administrative Advisers for	
W-160 Salt-Affected Soils	3
IR-7 Atmospheric Deposition	3
WRCC-59 Poultry Environmental Quality	3
4. Reviewed CSRS report and approved motion to express appreciation to Administrator Jordan.	3
5. Accepted with thanks the report of the Peer Review Committee and agreed to forward it to ESCOP.	9
6. Considered a request for off-the-top funding for biocontrol of weeds and asked Chairman to write committee suggesting they follow the usual mechanisms for such requests.	9
7. Requested Chairman write the Director of the Western Computer Consortium reiterating the WDA's position not to become financially involved in the project.	9
8. Heard report of Chairman/Executive Committee and:	
a. Elected seven representatives to offices for 1985	11
b. Approved a motion that the WDAL organize a training session on regional research procedures during the coming year.	11
c. Accepted Exec. Comm's recommendation that Dr. L. L. Boyd be offered the WDAL position.	12
d. Approved motion that Dr. Boyd and his staff assume their responsibilities by April 1, 1985.	12
9. Unanimously approved two resolutions.	12

Table of Contents

1.0	Call to Order	1
2.0	Introductions and Announcements	1
3.0	Adoption of Agenda	2
4.0	Approval of Minutes of Previous Meeting	2
5.0	RIC Report	2
6.0	CSRS Report	3
7.0	Informational reports from representatives to regional and national committees	3
7.1	Western Agricultural Research Committee -- H. F. McHugh	3
7.2	Western Regional Council	4
7.3	National Agricultural Research Committee	5
7.4	Committee of Nine	6
7.5	ESCOP Report	7
7.6	ESCOP Budget Subcommittee	8
7.7	ESCOP Legislative Subcommittee	8
7.8	Peer Review Committee	8
7.9	Biological Control of Weeds	9
7.10	Western Computer Consortium	9
7.11	ERS Report	9
8.0	Report of Chairman/Report of Executive Committee	11
9.0	Resolutions	12
10.0	Future meetings	14
11.0	Changing of the Guard	14

12.0 Adjournment 14

INDEX TO APPENDICES

A Agenda 15

B Cooperative State Research Service Report 16

C Neville Clarke's ESCOP Report 20

D ECOP Publication "Regaining Farm Profitability in
America" 42

E ESCOP FY 1987 Proposed Budget Increases 45

F WDA Peer Review Committee Report 51

G Biocontrol of Weeds Letter 59

WESTERN ASSOCIATION OF
AGRICULTURAL EXPERIMENT STATION DIRECTORS

MINUTES

Monday, November 12, 1984
Denver Hilton Hotel
Denver, Colorado

ATTENDANCE:

Alaska	- J. V. Drew	New Mexico	- D. M. Briggs
Arizona	- L. W. Dewhirst	Oregon	- M. J. Woodburn
California	- A. R. Weinhold		- W. H. Foote
	- J. B. Kendrick	Utah	- D. J. Matthews
Colorado	- M. H. Niehaus		- C. E. Clark
	- H. F. McHugh	Washington	- L. L. Boyd
	- R. D. Heil	Wyoming	- C. C. Kaltenbach
Hawaii	- N. P. Kefford	OWD	- J. E. Moak
Idaho	- M. V. Wiese	CSRS	- W. D. Carlson
Montana	- J. R. Welsh	CARET	- R. Joyce
Nevada	- B. M. Jones	Guest	- M. A. Briggs
	- L. J. Koong		

1.0 Call to Order

Chairman Dewhirst called the meeting to order at 4:00 p.m., Monday, November 12, 1984, in the Cedar Room of the Denver Hilton.

2.0 Introductions and Announcements

Chairman Dewhirst introduced Bill Carlson, currently in CSRS on an IPA appointment from Colorado State University and former President of the University of Wyoming. He also welcomed Dick Joyce of CARET.

Welsh introduced Dr. Margaret Briggs, Head of the Department of Home Economics at Montana State University and Assistant Dean of the College.

Kendrick introduced Al Weinhold, Acting Dean of the College of Natural Resources on the Berkeley campus and Acting Associate Director of the California SAES.

Dewhirst announced that Heil is the new Director of the Colorado SAES. Briggs is now the Acting Director at New Mexico because Niehaus has moved to Colorado State University as Dean of the College of Agricultural Sciences.

3.0 Adoption of Agenda

It was moved and seconded to adopt the agenda as distributed.
MOTION CARRIED. A copy of the agenda is included as Appendix A,
p. 15.

4.0 Approval of Minutes of Previous Meeting

It was moved and seconded to approve the minutes of the August 1-3,
1984 meeting. MOTION CARRIED.

5.0 RIC Report -- L. L. Boyd

5.1 Requests for Project Revisions

5.1.1 IR-6 National and Regional Research Planning, Evaluation, Analysis, and Coordination

A revised project outline for IR-6 was received by RIC
Chairman Boyd from IR-6 Administrative Adviser C. O.
Little (KY).

It was moved and seconded to defer consideration of
the proposed revision until the March WDA meeting,
when RIC will have a chance to review it. MOTION CAR-
RIED.

5.2 WRCC Petitions Requested by RIC

5.2.1 WRCC-57 Community Participation, Work, and Retirement Among the Elderly"

A petition supporting the establishment of WRCC-57 and
bearing the above title was received from Administra-
tive Adviser M. J. Woodburn.

It was moved and seconded that the WDA approve the
authorizing petition entitled "WRCC-57 Community Par-
ticipation, Work, and Retirement Among the Elderly".
MOTION CARRIED. The WDA previously approved WRCC-57
to be effective from October 1, 1984 to September 30,
1987.

5.3 Request for Ad Hoc Coordinating Committee

5.3.1 WRCC- Sheep Footrot

A petition for a WRCC bearing the above title was
received from Drs. L. D. Koller and M. V. Wiese (ID).

RIC Chairman Boyd suggested that RIC be allowed to
explore whether the proposed coordination of research
on sheep footrot could be handled by "WRCC-46 Ram
Epididymitis (RE)". RIC would make a recommendation

on this at the spring WDA meeting. The suggestion was accepted.

5.4 Administrative Adviser Reassignments

It was moved and seconded that the following Administrative Adviser changes be approved, to be effective immediately.
MOTION CARRIED.

W-160.. The Physico-Chemical Basis for Managing Salt-Affected Soils -- J. van Schilfgaarde (ARS, CO) to continue as lead-Adviser with R. D. Heil (CO) to replace I. W. Sherman (CA) as co-Adviser

IR-7 Chemistry of Atmospheric Deposition -- Effects on Agriculture, Forestry, Surface Waters, and Materials -- R. D. Heil (CO) to replace L. A. Bulla (WY)

WRCC-59 Poultry Environmental Quality and Production -- G. H. Arscott (OR)

W-161 Integrated Pest and Agroecosystem Management (IPAM) in the Semiarid Regions of the Western United States -- RIC will seek nominations for five co-Advisors in the areas of small grains, alfalfa, potatoes, range, and tree fruit and make recommendations at the spring WDA meeting

6.0 CSRS Report -- W. D. Carlson

A written CSRS report was included in the Experiment Station Section reference materials and is included herein as Appendix B, pp. 16-19.

It was moved by Welsh and seconded that the WDA express to CSRS Administrator John Patrick Jordan its appreciation for the many activities he has undertaken on behalf of the State Agricultural Experiment Stations this past year, and in particular for the quality and upbeat nature of these activities. MOTION CARRIED.

7.0 Informational reports from representatives to regional and national committees

7.1 Western Agricultural Research Committee -- H. F. McHugh

McHugh distributed the following written report:

The Western Agricultural Research Committee is about midway through the process of identifying research priorities for the 1985-1990 period for the Western region. The work is being conducted by mail and telephone. All seven of the Research Program Groups (RPGs) have identified priorities for their respective area(s) and these were shared with the research administrators earlier. Responses have been received from

some but not all of the research administrators. The staff to the committee has undertaken to sort the recommendations of the RPGs according to the subject-matter categories identified by the Joint Council for Food and Agricultural Sciences. In listing the RPG priorities by these categories, the ranking of the RPG was maintained.

With that sorting, the priorities identified by the Western RPGs appear to include little that pertains to the following subject-matter categories identified by the Joint Council:

Youth, Family and Consumer Programs
Community and Rural Development
International Science and Education Programs

Because of clarifications given in the course of the recent meeting of the Western Regional Council with respect to the use made of the regional projections and the list of priorities for research, the co-chairmen and staff of the WARC are reviewing the alternatives for the next step toward the completion of the five-year projections. Our desire is to involve the entire committee in establishing the priorities; we would prefer to do so without calling another meeting.

The deadline for the committee's listing of priorities is February 15 so they may be distributed in advance of the spring meeting of the Western Regional Council.

Research administrators are reminded that if they have not done so to immediately submit research projections for their states/agencies to the committee staff.

RPG Co-chairmen have been asked to make recommendations for appointments to fill any vacancies on their respective RPGs.

7.2 Western Regional Council -- H. F. McHugh

McHugh distributed the following written report:

The Western Regional Council, the most active of the regional councils, met in the San Francisco area on Thursday, November 8th. Since it was the intent of the Council to address regional priorities, retiring members had been asked to invite their successors to this session, and most incoming members of the WRC were present and participated in the discussions. Only one representative to the Council is yet to be named.

The Council received additional information related to needs in the area of rangelands. This was a followup to the March meeting. The report entitled "Animal Health Research in American Agricultural Research" and dated February 24, 1984 which resulted from a workshop sponsored by the Council of Deans of the Association of American Veterinary Medical Colleges was

reviewed. The information in both of these subject areas will be utilized by the Council when it addresses the matter of regional priorities at a subsequent meeting. The latter report was commended for its approach, format and brevity.

The Council received either written or oral reports from each of the functional committees of the region. The information presented in some cases was incomplete and will proceed to other stages before the Council addresses the matter of regional priorities. It was agreed that each of the functional committees would distribute to the Council membership in advance of its next meeting its final recommendations so that the information can be studied and relationships drawn.

The oral report from the higher education community contained two items that led to considerable discussion:

- . the mechanics of the scholarship/fellowship program through the Office of Higher Education in USDA;
- . curricular development activities in an area referred to as "agricultural systems analysis".

The Western Higher Education Committee has been inactive recently. The Council named Lou Calpouzos, Dean of the School of Agriculture and Home Economics, California State University at Chico, to chair the WHEC and to reactivate the group to address some specific issues in the area of resident instruction programs in agriculture.

Other actions of interest to WDA include the election of officers for 1985:

Chairman -- Doyle Matthews, Utah State University
Vice-Chairman -- Lou Calpouzos, Calif. State Univ., Chico

The next meeting of the Council will be held March 7-8, 1985 in Reno, Nevada and a major agenda item will be the regional priorities for research, extension and higher education in the food and agricultural sciences.

7.3 National Agricultural Research Committee -- H. F. McHugh

McHugh distributed the following written report:

The National Agricultural Research Committee met in Washington, D.C. on September 13 and 14, 1984, and confirmed the basic schedule for the projection cycle that is being used in the Western Region. Jill Moak was credited with proposing a series of dates feasible for the other regions. The Southern Region had pilot-tested the different forms that were under study for the collection of basic data related to research projections and manpower assignments. The Southern Region

reached the same conclusion as the Western Directors, that the RP/RPA form is the most useful for the basic data; from that form any of the other groupings of information can be derived.

The Committee received a briefing from Paul O'Connell who is serving as staff to Assistant Secretary Bentley for the preparation of a background paper for the area of research in relation to the 1985 Farm Bill. This relates to Dr. Bentley's assignment as a part of a White House working group on future food and agriculture policy. In addition to the development of a background paper on research (the topic of the subgroup to which Dr. Bentley is assigned), the group will evaluate policy options and submit proposed options to the larger working group.

Several reports and updates were received, including:

- . CRIS Policy Committee
- . ERS planning document
- . Study on improving priority-setting processes
- . OTA, DORFA, and OSTP
- . Adequacy of research base for extension programming
- . Training of agricultural scientists

The latter part of the Committee's meeting overlapped with a seminar arranged by Assistant Secretary Bentley's office related to the transfer of agricultural and human nutrition technology to which the majority of the committee had been invited. The seminar was, in essence, a preliminary report on the study being conducted under contract at Pennsylvania State University with Irwin Feller as director.

The committee will meet next in late February or early March to consider the research priorities being proposed by the different regions, and then melding these into a list at the national level to forward to the Joint Council.

7.4 Committee of Nine -- H. F. McHugh

McHugh distributed the following written report:

The Committee of Nine met in Clemson, South Carolina, September 11 and 12, 1984. The meeting had been advertised for Charleston, South Carolina, but the presence of the hurricane in the vicinity led to relocating the meeting. A new member participated in the deliberations: A. M. Smith of Vermont replaced T. L. Hullar.

As followup to the May meeting, the RRF publication that had been prepared under the guidance of the Committee was completed and distributed. Multiple copies were to be sent to each station director. The report on regional research improvement was studied for next steps. Subsequently, the chairman appointed a subcommittee to review the manual for regional research including the format for the cooperative regional project outlines. Dave Schlegel is serving on that subcommittee.

Twenty-four project proposals were recommended for approval as submitted or with minor revisions. Four proposals were deferred and in the case of these being related to current projects whose duration was up, an extension of the current project was granted to permit the technical committee to respond to the Committee's concerns. Fifteen regional or interregional projects were extended, including IR-6.

The chairman of the advisory committee to IR-6 met with the Committee to review the proposed IR-6 revision and the budget request. Specific concerns were related for discussion with the IR-6 Technical Committee which was scheduled to meet the following week.

The Committee rescinded its action at the May 1984 meeting that would have denied allocations to IR committees for travel of its members and advisors to meetings of the technical committee. Monies were restored to IR-1 and IR-2 for FY85.

The Committee will meet next in St. Louis, Missouri on December 4 and December 5 (noon to noon). Established meeting times: third week of May, second week of September, first week of December.

Thank you for the opportunity to serve the Western Directors in this capacity.

7.5 ESCOP Report -- L. L. Boyd

Boyd referred Directors to the ESCOP report presented at the Section meeting by Neville Clarke and contained herein as Appendix C, pp. 20-41.

He reported that ESCOP had responded to Jordan's inquiry about requests for CSRS funding for symposia and workshops by announcing that in future all such requests from the SAES will come through ESCOP for recommendation to CSRS.

Boyd serves as the ESCOP representative to ECOP. ECOP has adopted new bylaws and prepared a paper entitled "Regaining Farm Profitability in America" which will be published in December. A copy of the cover and the summary and recommendations is contained herein as Appendix D, pp. 42-44.

The Extension Directors also have defined their agriculture and natural resources program priorities as follows:

- a) Soil and water management
- b) Crop management systems
- c) Integrated reproductive management
- d) Forest and rangeland management
- e) Agricultural chemicals management
- f) Financial and business management
- g) Marketing agricultural and forest products
- h) Electronic communications/computer systems
- i) Weather
- j) Integrated pest management

7.6 ESCOP Budget Subcommittee -- L. W. Dewhirst, C. C. Kaltenbach

The FY 1986 budget is now behind the curtain. Until the President's budget request is revealed in January, there will be no further action on it.

A copy of the first draft of the FY 1987 ESCOP budget request was included in the reference materials for the Section meeting. A second draft is included herein as Appendix E, pp. 45-50. It has been approved by the ESCOP 1987 Budget subcommittee but will not be considered by ESCOP until Wednesday. If approved by ESCOP, it probably will not be modified significantly until after the Presidents' FY 1986 budget is announced.

7.7 ESCOP Legislative Subcommittee -- C. E. Clark

An outline of the proposed changes to Title XIV was included in the reference materials for the Section meeting. Clark encouraged Directors to send him their comments as soon as possible because the proposal is in almost-final form.

Welsh noted that the proposed Title XIV does not address some of the challenges facing agriculture mentioned by Al Young (OSTP) in his presentation to the Section. Perhaps the Legislative Subcommittee should incorporate some of those suggestions in Title XIV. Clark agreed to convey this idea to the Subcommittee.

7.8 Peer Review Committee -- D. L. Oldenstadt

Dewhirst reviewed the history of the committee, noting that he had appointed it following the August meeting in response to Directors' interest in the topic of peer review and ARS' proposal to initiate a study of peer review. Dewhirst appointed D. L. Oldenstadt (WA), G. W. Ware (AZ), P. H. van Schaik (ARS, CA), and E. Gerloff (ARS, CO). The committee's written report is contained as Appendix F, pp. 51-58.

ESCOP has agreed to work with ARS in attempting to define how a study of peer review mechanisms can best be pursued. It was moved and seconded that the WDA endorse ESCOP's position with respect to the peer review evaluation and forward the West's report to ESCOP for its consideration. MOTION CARRIED.

Directors asked Dewhirst to thank committee members for the report.

7.9 Biological Control of Weeds -- C. C. Kaltenbach

Kaltenbach distributed a written report/request from the Executive Committee of the Western Region's Biocontrol of Weeds Committee (R. L. Lavigne, WY [Chairman], G. Piper, WA, R. Nowierski, MT). The committee was appointed in 1982 to review requests for the PL 89-106 funds assigned to the region for biological control. The funding was terminated in 1984.

The Committee requests the Directors provide \$3,000/year for five years from off-the-top RRF for a Western biocontrol of weeds program. While Directors agreed biocontrol of weeds is an important area of work, they felt the committee should follow the normal mechanisms in seeking off-the-top support.

Chairman Dewhirst was asked to write the Committee explaining that the members should seek the support of their directors for establishment of a regional research project in the area of biocontrol of weeds which could then petition the WDA for off-the-top funding support. A copy of the letter is attached as Appendix G, p. 59.

7.10 Western Computer Consortium -- L. L. Boyd

Dr. William Rasmussen, Manager of the Western Computer Consortium, has written several letters to Directors requesting their support for the development of data bases useful to regional research and their permission to contact researchers about involvement in specific sponsored research project proposals.

Directors agreed that, as a group, they endorsed the prior action of the WDA -- not to become financially involved in the Western Computer Consortium. Chairman Dewhirst was asked to convey this position to Dr. Rasmussen.

7.11 ERS Report -- M. L. Cotner

Dr. Cotner requested the following report be included in the WDA Minutes for information purposes:

ERS FY 1985 BUDGET
(Changes from FY 1985)

	<u>\$000</u>
FY 1984 Appropriation Act	43,841
FY 1984 Supplemental Appropriation	488
FY 1984 Appropriation Total	<u>44,329</u>
FY 1985 Increase for Macroeconomic Studies	682
FY 1985 Net Adjustment for Increased Pay Costs	603
FY 1985 Appropriation	45,614

ERS Program Adjustment in FY'85

An increase of \$682,000 for agriculture and the macroeconomy study (\$1,250,000 available in 1984).

Need for Change. This increase addresses the critical need for indepth research on relationships between the macroeconomies of the United States and foreign countries, their respective agricultural sectors, and international agricultural trade. During the last 4 years, it has become increasingly apparent that the financial well-being of the farm sector is greatly affected by monetary and fiscal policies in the United States and abroad. The proposed increase would address this important relationship between the general economy and the agricultural sector, and the significant, growing demands placed on ERS to provide information and analysis to the Office of the Secretary, Council of Economic Advisors, Congress, and others concerned with macroeconomic developments affecting agriculture.

Nature of Change. A gap exists between assessments currently provided by the Department of Commerce on the general economy of the United States and analyses available from USDA on the agricultural sector. This proposed increase would provide the capacity to monitor U.S. and foreign macroeconomic conditions on U.S. and foreign agriculture supply, demand, and trade. Changes in domestic policies and general economic activity that affect the agricultural sector would be studied. Research results will strengthen the Department's ability to incorporate macroeconomic developments in assessing and formulating alternative U.S. agricultural and food policies and programs.

Some expected accomplishments of this research are:

- Analysis of the interactions between monetary and fiscal policies, interest rates, GNP, unemployment, and other indicators of economic activity as they influence domestic demand, production costs, and supply of agricultural products.

- . Research on the interactions between the United States and the world economy as it affects international capital flows, exchange rates, and consequently, imports and exports of major agricultural commodities for major trading regions and countries.
- . Analysis of the performance of the agricultural sector compared to other sectors of the economy due to changes in macroeconomic policies and conditions.
- . Construction of indicators of the response of the agricultural sector to macroeconomic changes.
- . Enhancement of secondary data acquisition to support this activity.

8.0 Report of Chairman/Report of Executive Committee -- L. W. Dewhirst

8.1 Appointments and Nominations

It was moved and seconded to elect the following individuals to the offices identified through December 31 of the years indicated. MOTION CARRIED.

ESCOP Hatch Centennial Comm.	---	D. L. Oldenstadt (WA)
Co-Adviser, Plant-Water Stress Steering Committee	---	R. D. Heil (CO)
Member, RPG-1 Natural Resources	1987	A. H. Ferguson (MT)
Co-Chairman, RPG-3 Crops	1987	R. E. Witters (OR)
Member, RPG-4 Animals	1987	C. B. Theurer (AZ)
Co-Chairman, RPG-5 People, Communities, & Institutions	1987	R. C. Youmans (OR)
Member, RPG-6 Economics of Production & Marketing	1987	A. Vanvig (WY)

8.2 Regional research training sessions for new directors

Directors agreed on the need for training in the procedures necessary to administer regional research both nationally and regionally. Suggestions included considering this as a half-day session either in conjunction with the CSRS workshops for new directors (usually in May) or at a regularly-scheduled WDA meeting.

It was moved and seconded that the WDAL organize a training session for Western Directors during the coming year on regional research procedures. MOTION CARRIED.

8.3 WDAL Selection

The Executive Committee, chaired by Clark, interviewed the three finalists for the WDAL position on Saturday, November 10, 1984, in Denver. The committee agreed on procedures

before interviewing the candidates and asked each candidate the same questions. Each committee member individually rated the candidates on the basis of their responses and the ratings were aggregated.

The Executive Committee recommends the WDA ask Dr. L. L. Boyd (WA) to accept the position of Western Director-at-Large. It was moved and seconded to accept the Executive Committee's recommendation and empower the Executive Committee to proceed with negotiations as to office location, budget, and other matters. MOTION CARRIED.

Dr. Boyd requested the option of locating the DAL office at Washington State University in Pullman, but will also give consideration to other locations in the West. Several Directors expressed concern about the need for a more central location, but agreed to Dr. Boyd's request.

Dr. Boyd proposed that himself, one full-time administrative assistant, plus part-time clerical help as needed would manage the affairs of the Directors. He also has requested a four-year contract arrangement, with annual performance and salary reviews and an option for renewal on a year-to-year basis thereafter, all parties being willing.

It was moved and seconded that Dr. Boyd and his staff be prepared to assume their responsibilities by April 1, 1985. MOTION CARRIED. Some flexibility in timing in order to insure an orderly transition may be necessary as negotiations proceed.

It is understood that the new DAL office will be located in the West at a mutually agreeable location, will consolidate the DAL office formerly located in Washington, D.C. and the OWD office now located in Berkeley, California, and that the new DAL office will house all staff personnel employed by the WDA. It is further understood that Jill Moak will be invited to continue employment with the Western Directors under this office arrangement.

Dr. Boyd, working with the Executive Committee, will propose a budget for the office after his discussions with Washington State University are complete.

9.0 Resolutions

MOTION CARRIED to approve unanimously the following resolutions:

Resolution 1:

WHEREAS, Dr. Robert E. Moreng has resigned his position as Assistant Director of the Colorado State Agricultural Experiment Station to continue his teaching and research in the Department of Animal Sciences, Colorado State University, effective January 1, 1985, and

WHEREAS, Dr. Moreng has served well the cause of western agriculture as the Superintendent of Branch Stations for the Colorado State Agricultural Experiment Station from 1972 to 1977, and

WHEREAS, Dr. Moreng has served the Western Association of Agricultural Experiment Station Directors with distinction as an Administrative Adviser of regional projects W-136 and W-142, and

WHEREAS, Dr. Moreng will continue his contributions to agricultural research as a scientist in poultry management in the Department of Animal Sciences at Colorado State University,

NOW THEREFORE BE IT RESOLVED that the Western Association of Agricultural Experiment Station Directors assembled at the 1984 fall meeting held in Denver, Colorado, recognizes and expresses appreciation to Dr. Moreng for his many contributions and wishes him every success in his continued research role.

AND BE IT FURTHER RESOLVED that the original of this resolution be sent to Dr. Moreng and a copy be made a part of the minutes of the November 12, 1984 meeting of the Western Directors Association.

Resolution 2:

WHEREAS, Dr. L. W. "Pete" Dewhirst has served for the past three years as Chairman of the Western Association of Agricultural Experiment Station Directors, and

WHEREAS, Dr. Dewhirst has served as the Acting Western Director-at-Large for the past year, and

WHEREAS, during this time Dr. Dewhirst has discharged his duties with infinite patience, unwavering perseverance, acute perspicacity, and boundless bonhomie while, unfortunately, displaying a penchant for tasteless jokes (an aberration which we attribute to the extreme stress under which he has been forced to work), and

WHEREAS, Dr. Dewhirst is passing on his gavel and his WDAL duties to others, for the comparative ease of a full-time Experiment Station Director and Chairman of the 1987 ESCOP Budget Subcommittee,

NOW THEREFORE BE IT RESOLVED that the Western Association of Agricultural Experiment Station Directors assembled at the 1984 fall meeting held in Denver, Colorado, expresses its heartiest thanks and appreciation to Dr. Dewhirst for all of his many contributions on its behalf.

AND BE IT FURTHER RESOLVED that the original of this resolution be sent to Dr. Dewhirst and a copy be made a part of the minutes of the November 12, 1984 meeting of the Western Directors Association.

Directors also took the opportunity to again express appreciation to Dr. Foote and extend best wishes for his retirement.

10.0 Future meetings

Future WDA meetings are scheduled as follows:

<u>Dates</u>	<u>Location</u>
March 27, 1985	Spokane, WA
August 5-9, 1985	Logan, UT
November 1985	Washington, D.C.

11.0 Changing of the Guard

Chairman Dewhirst passed the gavel to incoming Chairman Welsh.

12.0 Adjournment

Chairman-Elect Welsh adjourned the meeting at 6:00 p.m.

APPENDIX A

WESTERN ASSOCIATION OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

Monday, November 12, 1984, 4:00 - 6:00 p.m.
Tuesday, November 13, 1984, 3:00 - 6:00 p.m.

Hilton Hotel
Denver, Colorado

AGENDA

- 1.0 Call to Order
- 2.0 Introductions and Announcements
- 3.0 Adoption of Agenda
- 4.0 Approval of Minutes of Previous Meetings
- 5.0 RIC Report -- L. L. Boyd
- 6.0 CSRS Report --
- 7.0 Informational reports from representatives to regional and national committees
 - * 7.1 W. Agricultural Research Comm. -- H. F. McHugh
 - * 7.2 W. Regional Council -- H. F. McHugh
 - * 7.3 National Agricultural Research Comm. -- H. F. McHugh
 - * 7.4 Committee of Nine -- H. F. McHugh
 - * 7.5 ESCOP Report -- L. L. Boyd
 - * 7.6 ESCOP Budget Subcomm. -- L. W. Dewhirst, C. C. Kaltenbach
 - * 7.7 ESCOP Legislative Subcomm. -- C. E. Clark
 - * 7.9 Peer Review Committee -- D. L. Oldenstadt
 - * 7.10 Biological Control of Weeds -- C. C. Kaltenbach
 - * 7.11 W. Computer Consortium -- L. L. Boyd
 - 7.12 Other reports
- 8.0 Report of Chairman/Report of Executive Committee -- L. W. Dewhirst
 - 8.1 Appointments and Nominations
 - Replacement for Bulla on ESCOP Hatch Centennial Comm.
 - RPG appointments
 - Co-Advisor of Plant-Water Stress Steering Committee
 - 8.2 Regional research training sessions for new directors
 - 8.3 WDAL Selection
- 9.0 Resolutions
- 10.0 Future meetings
- 11.0 Other business
- 12.0 Changing of the Guard

* Please provide a written report for distribution at the meeting. Discussion should be limited to action items or matters of policy.

APPENDIX B

COOPERATIVE STATE RESEARCH SERVICE

Report to the
Experiment Station Section, Division of Agriculture (NASULGC)

Denver, Colorado

November 12, 1984

1. FY 1985 Budget: The details of the Cooperative State Research Service budget (including the Office of Grants and Program Systems) have been distributed to each Station Director A-TR, Veterinary Dean, and Director of Research (1890). Because of the excellent work of directors, deans, commodity groups, and the White House as well as USDA, the Congress provided the largest budget increase in recent history. The total is nearly \$285 million, up from the FY 1984 figure of \$247,655,000. The increase overall is more than 15% providing nearly 3% increases in the base funded programs. The Competitive Grants program shows the largest increase from the current year's level of \$17M to \$46M, including a \$4.5M in animal science, \$20M in biotechnology, plus a pest science program of \$3M. This year the programs in acid rain, soybean research and alcohol fuels have been moved from the Special Grants to the Competitive Grants program. Additionally, there are nearly \$8 million of Competitive Grant monies in the Forest Service budget that will be managed by OGPS with the assistance of CSRS.

Overall that means that the system will have access to more than 18 percent in additional funds over what was available in FY 1984, happy news for all! Announcements for the new forestry, biotechnology and animal science competitive grant programs are being prepared and should be published in the Federal Register in the near future. The system has been very much involved in preparing all of the materials.

2. Operating Mode Between CSRS and OGPS: CSRS is a unique agency within the Department of Agriculture, and indeed within Government, for several reasons. One of those is, of course, its relationship to the university system and the fact that there are no in-house laboratories belonging to CSRS. Thus, its productivity rests solely with the participating institutions. Secondly, under the CSRS budget umbrella are two functional units; one is CSRS with its normal range of program involving base funds, special grants, program reviews, CRIS, Ag in the Classroom, etc. The other, namely the Office of Grants and Program Systems (OGPS), manages the competitive grants program, higher education, minority research and education, Joint Council and Users Advisory Board staffs, as well as any other special assignment made by the Assistant Secretary for Science and Education. There are some distinct advantages to having two full Administrators in one agency if they work in harmony and are mutually supportive. That is an accurate description of the way Dr. Kendrick and I work together in concert with Dr. Harris and the faculty of CSRS. Interactions between the 'Administrators' offices amount to several times each day. I am involved in all the major decisions made within OGPS; by the same token Dr. Kendrick is involved in all major decisions made for the remainder of CSRS.

The significance of this good working relationship should be very visible if the markedly expanded competitive grants program is to be administered smoothly. The need to call upon additional scientific help from the system to back up the needs of OGPS during FY 1985 will be a true test of whether the operational units are in fact harnessed well together. Dr. Kendrick and I are committed to

developing a smooth and successful operation in this regard with full support from Assistant Secretary Orville G. Bentley.

I would also like to add that the Cooperative Management Staff (CMS) used by CSRS, OGPS, and the Extension Service has developed into a good support unit during its first year of operation. Specifically, CMS leadership has listened well to the needs and viewpoints of the CSRS/OGPS leadership and made major efforts to accommodate accordingly.

3. CSRS Strategic Plan: Each agency of Government should have a strategic plan. "Strategic" may be defined as long-range and "global" in its outlook. It should avoid details and focus on goals. By contrast, an operational or implementation plan should deal with specifics and with a definite time frame in mind in which to accomplish those objectives. To my mind, objectives should be stated so that you know when you have accomplished them, i.e., there is a method of measuring the achievement of objectives.

The strategic plan for CSRS, of course, must be in full synchrony with the State agricultural experiment stations system. It should be an extension of the foundation material laid out in Research 1984. Further, it is to be built upon the Needs Assessment and related documents prepared by the Joint Council on Food and Agricultural Sciences. A second iteration of the CSRS strategic plan has been brought to ESCOP for review and is to function as an interim strategic plan while the new ESCOP Planning Subcommittee is organized and begins to address the issue intensively. It should be replaced by a more permanent plan published jointly by CSRS and ESCOP within 2 years.

4. CSRS Communications Plan: A very broad based and extensive communications plan was drafted in August and shared with the ESCOP Communications Subcommittee for comment. The plan was purposely made to be more extensive than could be achievable in the immediate future. Nevertheless, the purpose of the document was to give a blueprint of what might be accomplished over the ensuing decade and provide an opportunity to prioritize needs and mechanisms so that specific annual objectives could be established within the context of a larger framework. A summary of that document was shared with ESCOP at the September meeting for comment and evaluation and is already being used.

The plan relies heavily upon the communications program of the cooperating institutions in the SAES system with the CSRS office assisting to bring national focus and attention to the system and its accomplishments. The CSRS effort in this regard is designed to meet the needs of providing not only the citizen but other agencies of Government, in both the Executive and the Legislative branches, with timely information. It can also carry to the SAES system the information needs seen by those same agencies. Additionally, CSRS can assist the system by obtaining time on national radio and television as well as space in national publications.

The centennial celebration should be reflected in the plan. Consequently, I have appointed Mrs. Patricia B. Lewis as the principal coordinator of support staff within CSRS for this effort. She is to work closely with the Centennial Committee which is under the Chairmanship of Director-at-Large James E. Halpin.

5. Personnel: Although it will be some time before all the technical hurdles are completed, CSRS has identified a prospective appointee to the position of Deputy Administrator for Plant and Animal Sciences. A second outstanding candidate for that position is being brought in to fill a current position in CSRS with additional duties associated with another position being developed

under the title of Deputy Administrator for Regional Research and Special Grants. We are finalizing the writeup for a position of Deputy Administrator for Program Planning, Budgeting, and Public Liaison which is currently being filled as an additional duty assignment by Dr. William D. Carlson. Also, the job description for the position of Deputy Administrator for Natural Resources, Food and Social Sciences is available. This position will be advertised and selection process put on as rapid a time frame as is possible. In the meantime, Dr. McKinley Mayes will act in that position.

I have authorized the full-scale search to fill four positions: an Animal Scientist, a Crops Agronomist, a Veterinarian, and a Human Nutritionist. In order to move more quickly to cover programmatic needs identified above and to fill other needs of CSRS and the SAES system, I have authorized the selection of eight adjunct faculty (part-time) positions to begin as soon as is practicable. The positions are as follows: an 1890 Associate Coordinator, an Animal Scientist, a Crops Agronomist, a Veterinarian, a Human Nutritionist, a Home Economist, a Rural Sociologist, and an Agricultural Economist.

Currently, CSRS has 10 part-time appointees in addition to one IPA on the adjunct faculty. It is CSRS policy to provide for some support monies that can be used for staff and other needs, including travel at the adjunct faculty member's home institution. To provide adequate staff support in Washington, I have authorized the search for two additional people. Earlier in the year, clerical help for areas supervised by a Deputy Administrator was increased by one full FTE for each unit.

6. 1985 Farm Bill: A list of several major items that could be considered in revision of the Farm Bill in 1985 was provided to ESCOP at the September meeting. Additionally, the issue of wear-out and obsolescence of laboratory equipment could be addressed. The closer ESCOP and the Department of Agriculture (through CSRS) are in synchrony, the greater the probability of having a superior 1985 Farm Bill. Some of the recommendations involve language that may provide the basis for more efficient and effective execution of programs.

7. Miscellaneous Matters:

a. During my first year as Administrator, I visited 23 States to discuss SAES/CSRS system issues, including 19 State agricultural experiment stations, two Colleges of 1890, and two independent Schools of Forestry. With the assistance of station directors and commodity group leaders, major addresses were made before several agricultural organizations, every regional association of agricultural experiment station directors, and the research directors of the Colleges of 1890 and Tuskegee as well as a Black College Biennial Symposium held recently in Dallas. Several addresses were made to other groups at the specific request of the Office of the Secretary of Agriculture. Additionally, I met with the leadership of the Schools of Forestry, Colleges of Veterinary Medicine, and the ESCOP Home Economics Subcommittee.

b. In August, a new approach to visiting campuses was inaugurated when I chartered an FAA plane/crew and took our budget examiner from OMB, a representative from out of the Office of Policy Development in the White House, the agriculture staff person from the Office of Science and Technology Policy, and a Senate staff member as well as Administrator E. L. Kendrick of OGPS to participate in Pennsylvania State University's Agricultural Progress Days. Arlin Kottman and Lizzette Williams of the Administrator's office set up and coordinated the effort with Directors Smith and Krueger.

c. Changing of the name from West Auditors building to honor JUSTIN SMITH MORRILL has been approved by the Department and GSA. A sign is being built to be put on the entrance of the building. I suggest we colloquially refer to the building as MORRILL HALL! The hallways and restrooms are all being refurbished, the main conference room is undergoing alterations, new furniture for the conference room has arrived, and a plan is under development for improvements to the building over the next four years. On October 1, 1984, supervision of the building was moved from GSA to USDA. We expect the level and quality of service and the attention to improving the facility to be markedly increased. By January 1985, work will begin on the entrance from Independence. The current small set of stairs is to be removed and replaced by a wide set of stairs that will make a grand entrance to the entire area between the Auditors Building and Morrill Hall. A plan is also being developed to provide a much more extensive entrance to the building. The foyer inside the building is to be refurbished this fall and winter and a new elevator is now under construction and should be in place by the summer of 1985. The longer range plan for refurbishing the building calls for artwork on the walls and replacement of furniture providing a "class" environment in which to work. Finally, drapes have been selected and ordered for all the windows.

d. By realigning some office space, the Administrator's office will occupy four bays in the front of the third floor of the Administration Building with Dr. Harris and myself occupying two of them. The other two bays will house our respective secretaries including additional secretarial support, a reception area, and two or three work stations for visiting directors, DALs, and CSRS faculty working in the Administration building. The design of the offices will include facilities for leaving luggage, coats, etc., while directors are working in the CSRS/USDA buildings. Directors can have all phone calls placed to 447-4423 while they are in Washington. My office will take messages if the visiting director is not in. Additionally, Conference Room 336-A is available as a meeting room for visiting directors complete with two telephones. All I ask is that you contact Lizzette as soon as you know that you would like to have a meeting so that she can reserve it for you. The same room is used by visiting Extension Directors.

8. Appreciation. During my first year as Administrator of CSRS, I have been most appreciative of the willingness of so many members of ESCOP, but particularly Directors Clarke, Harris, Bateman, Donoho and Dewhirst, for the large amount of time they have allowed me in seeking their advice and discussing possible options for CSRS and the agricultural research system. Additionally, the enthusiastic support provided to me by the Directors-at-Large (Ronningen, Halpin, Huston, and Zinn) has been not only invaluable but has made an otherwise difficult transition a true pleasure. Further, I wish to express appreciation to all the Directors of the system for their strong support as we've tried to reset some priorities, modes of operation and directions for CSRS. The close working relationship with Dr. Dale Stansbury and NASULGC along with the tireless efforts of the CSRS faculty have made the year a happy one indeed. We in the USDA look forward to a very productive year in FY 1985 under the leadership of Dr. Lamar Harris recognizing that we owe a great debt to Dr. Neville Clarke for a standard-setting year as Chairman.

Respectfully submitted,



JOHN PATRICK JORDAN
Administrator

APPENDIX C

**REPORT OF THE EXPERIMENT STATION COMMITTEE ON
ORGANIZATION AND POLICY**

TO

**THE EXPERIMENT STATION SECTION
DIVISION OF AGRICULTURE
NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND LAND-GRANT COLLEGES**

**SUBMITTED BY NEVILLE P. CLARKE, CHAIRMAN
ESCOP AND THE EXPERIMENT STATION SECTION**

Introduction:

The 1983-84 year has been a very active one for ESCOP. It has been a year of new opportunity and a year for change. It has not been without its own set of problems and difficulties, but overall, the Committee has had an active and productive agenda. This was the first fully active year for the reorganized Cooperative State Research Service (CSRS) under the new and inspired leadership of Dr. John Patrick Jordan. This year showed the State Agricultural Experiment Stations the full impact of the Office of the Assistant Secretary of Agriculture for Science and Education under the very effective leadership of Dr. Orville Bentley. In this year, a new and positive attitude and very effective support came from the Office of Science and Technology Policy in the White House. Congress provided major new resources for research in the State Agricultural Experiment Stations.

The Annual Plan for ESCOP: 1983-84 Initiatives

At its first meeting, ESCOP developed a set of broad objectives to be addressed during the 1983-84 year. The following were the major items on the agenda:

- 1) Develop a planning process to effectively enunciate the SAES view of the National Agricultural Research Agenda.
- 2) Develop a statement of the role and mission of the State Agricultural Experiment Stations, their internal and external interactions, and the present planning process, showing the relationship between ESCOP and the Joint Council activity.
- 3) Develop internal and external support for the Biotechnology Initiative (new funding for basic research in biotechnology).
- 4) Review, restructure, and modernize the operating procedures and the subcommittee infrastructure of ESCOP and the Experiment Station Section.
- 5) Strengthen and streamline relationships between ESCOP and CSRS (a mutual effort) and develop improved relationships with other elements of the Federal Government concerned with research (ARS, ERS, NSF, NIH, EPA, OSTP, ETC, etc.).
- 6) Improve relationships with the Division of Agriculture in NASULGC.
- 7) Continue to enhance the effectiveness of various standing and ad hoc subcommittees of ESCOP.
- 8) Strengthen the linkages between ESCOP and the regional associations.

The 1983-84 Membership of ESCOP

B. R. Baumgardt (IN)	W. L. Harris (MD)
E. N. Boyd (VA)	K. A. Huston (N. Central Stations)
L. L. Boyd (WA)	R. F. Hutton (PA)
E. B. Browne (GA)	B. A. Jones (IL)
N. P. Clarke (TX)	J. P. Jordan (USDA)
D. F. Crossan (DE)	C. C. Kaltenbach (WY)
L. W. Dewhirst (AZ)	R. W. Kleis (NE)
C. W. Donoho (OH)	L. N. Lewis (CA)
R. R. Foil (MS)	J. R. Welsh (MT)
J. E. Halpin (Southern Stations)	D. W. Zinn (N. Eastern Stations)

Planning to Enunciate the State Agricultural Experiment Stations View of the National Agricultural Research Agenda:

The need for a more effective and more creative methodology for enunciating the view of the State Agricultural Experiment Stations on the National Agenda for agricultural research has been a topic of discussion at every meeting of ESCOP in the past year. It has been the subject of a number of external reviews of the overall agricultural research planning activity. Major initiatives have been undertaken by The Agricultural Research Service, The Economic Research Service, and The Extension Service to lay out their agenda for coming activities. It has been the perspective of ESCOP, over this year, that a more effective process allowing for continuing enunciation of the view of the State Agricultural Experiment Stations is also urgently needed. The Special Initiative Subcommittee of ESCOP examined this need and proposed a general methodology for the planning activity that was adopted by the Interim Committee of ESCOP in the summer of 1984 and then later strongly endorsed by the full Committee of ESCOP at its fall 1984 meeting. The administrator of CSRS and Assistant Secretary Orville Bentley also have strongly endorsed the

need for a more effective planning process, one which would complement the planning activity that is presently conducted in the Joint Council. Furthermore, USDA administrators have pledged their support in jointly developing the database and analytic capability that will allow for more effective planning.

In developing a strategy for the planning process, full consideration was given to the need for streamlining and minimizing the burden of the planning process on the individual state directors; the potential benefits accruing from the process have been weighed against the cost of active participation in the planning activity. Despite some increase in burden that will result from the methods being proposed, it is the view of ESCOP and the USDA administration that such a planning process has major benefits to the system and in fact, the recent budget successes in FY 85 appropriations from Congress clearly show the payoff of a well-supported, broadly understood agenda. The process being set in motion makes maximum use of the existing planning activity; that associated with the Joint Council at the regional and national levels as well as the present process of forecasting shifts in resources by each individual station through using the format of the CSRS system.

The planning methodology that is being implemented beginning with the 1984-85 year contains the following key elements:

- 1) Joint membership of individuals will be sought between a new planning subcommittee of ESCOP and present assignments in Regional Joint Councils and the National Agricultural Research Committee, a

part of the Joint Council process. This will assure maximum coupling and minimum duplication of effort.

- 2) The Regional Associations will develop research initiatives that address the needs of the region in a broad sense. These initiatives would be configured so they might either stand alone as regional initiatives or ultimately be combined with similar initiatives from other regions to constitute overall national research initiatives. It is the intent that these regional initiatives retain their identity in the statement of the National Research Agenda for the State Agricultural Experiment Stations to reflect the regionality of agricultural research and agricultural production.
- 3) The Planning Subcommittee of ESCOP will include representatives from each of the regional planning committees and will address itself to the further refinement and consolidation of the research initiatives that emerge from the regions. The Planning Subcommittee of ESCOP will also seek broad input from the research community to identify national issues that will be referred to the regional associations for further discussion and reaction. This interactive process over time should identify a set of issues that represent the overall

consensus of the State Agricultural Experiment Station community. A part of this process will include workshops and symposia at the national level to further develop and refine the agenda.

- 4) Parallel to this effort will be a new effort to show the dynamic nature and the changing distribution of resources within the existing base programs of agricultural research in the various regions and individual states. This effort will consist of defining the kinds of information that might be extracted from the CRIS system to examine retrospectively the dynamic nature of the base programs of research underway in the states and to develop a method, using the CRIS format and building on our existing system of forecasting, to better portray the need for long-term plans of the individual states. To do this, CSRS and the ESCOP Planning Subcommittee will need to work together to
 - 1) determine the information needed to accomplish the planning process,
 - 2) address the software needs that would allow for the manipulation of the CSRS database to acquire the information needed, and
 - 3) examine and better define the needs for forecast information that will be required from the individual states and regions. Once again, care is being given to assure that the individual states are asked to provide the minimum information to accomplish the planning activities.

5) The ESCOP Planning Subcommittee intends to hold a workshop in the spring of 1985 to: 1) examine the research initiatives as presently defined by the Regional Associations, 2) reflect on the several national level studies that have dealt with the research planning process in recent years, 3) engage some of the scholars and other thinkers both from inside and outside the land-grant system to obtain their recommendations, and 4) emerge with a more thoroughly described planning methodology and a preliminary planning agenda with the major research initiatives identified. The input for this workshop will include, as indicated above, the regional initiatives that will have been provided by the Joint Council process as well as inputs from the affiliated members of ESCOP that have been invited to participate in the process. We would expect that in the fall of 1985 the first product of the Research Planning Subcommittee would emerge and consist primarily of a definition of the broad research agenda for the State Agricultural Experiment Stations.

6) The planning activity to show the dynamic nature of the base programs through the use of the CSRS system and related formats will probably take a substantial effort and perhaps a longer period of

time than is indicated above for the identification of broader research initiatives. It is the intent of the Planning Subcommittee to summarize the progress on this part of the total process in its first report in the fall, but perhaps to deal with this only in a relatively superficial way while the capabilities to manipulate the CRIS system are better developed.

- 7) Obviously, the actions of the Planning Subcommittee will require substantial interaction with other subcommittees of ESCOP, particularly the Special Initiatives Committee and the various Annual Budget Committees. After the process is in place and working, the deliberations of the Special Initiatives Committee would, in many cases, flow into the Planning Subcommittee of ESCOP to be incorporated as new initiatives in the statement of the research agenda for the State Agricultural Experiment Stations. The products of the Planning Subcommittee of ESCOP would serve as input to the Budget Subcommittees of ESCOP. As major initiatives make the transition from the planning process to the budget process, we envision the production of several white papers describing, justifying, and advocating the initiatives. This would be similar to the Biotechnology Initiative that was undertaken in the 1983-84 year.

- 8) ESCOP fully recognizes that the task described above is a substantial one and that the Planning Subcommittee of ESCOP will have to invest a very substantial effort into this activity. Dr. John P. Jordan has agreed to fund the effort of an individual through an Inter-Agency Personnel Agreement that would be able to devote a substantial amount of his or her time to supporting this planning activity on the behalf of the joint effort of the Planning Subcommittee and CSRS. Efforts are presently underway to identify this person. The Regional Associations and individual state directors will need to provide guidance and support to this activity if it is to succeed.

Research 1984--The Role and Mission of the State Agricultural Experiment Stations:

In the fall of 1983, ESCOP determined that it would be important to provide a clear statement of the role and mission of the SAES, their functional interrelationships, and to provide a statement of advocacy for the research that is funded by the Federal Government through CSRS to the states. The document entitled "Research 1984" was prepared jointly by the Cooperative State Research Service and the Experiment Station Committee on Policy to fulfill this need. The document was prepared during the months of December, January, and early February and was made available to the Budget Committees of ESCOP, to CSRS, and was placed on the desk of all members of Congress during the time period in which deliberations were underway regarding

the FY 1985 budget. The document has been distributed to all Experiment Station directors and affiliated groups and has received substantial visibility in Washington as well as in many states. Slide sets containing the illustrations used in the document have also been made available to the individual states and others having a use for them. The document portrays the State Agricultural Experiment Stations in their relationships at the national level. It states as its long-range objectives the general initiatives that have emerged from the Joint Council planning process. The document is limited by the lack of a clear and definitive consensus on the research agenda for the State Agricultural Experiment Stations; a situation which will be corrected by the actions of the ESCOP Planning Subcommittee.

Support for the Biotechnology Initiative:

Beginning in the spring of 1983, an active interplay has occurred between the Division's Biotechnology Committee and ESCOP on the so-called Biotechnology Initiative. ESCOP fully accepted and endorsed the concept of the Biotechnology Initiative in the spring of 1983. In early summer, its Special Initiatives Committee developed an action plan for assisting in introducing this concept to the USDA as a special initiative and has worked along with the Biotechnology Committee in the intervening time period to assure a broad consensus and support for the Biotechnology Initiative among the directors of the State Agricultural Experiment Stations. ESCOP has also been an active advocate for the Biotechnology Initiative in the Washington arena. The Biotechnology Initiative was recommended for funding at approximately \$70 million per year, the President's budget recommended \$28

million a year for this initiative, and Congress finally appropriated \$20 million for FY 85. Further expansion of the funding for the Biotechnology Initiative is a major item in the NASULGC's recommendations for the FY 86 budget. The funding of the Biotechnology Initiative, along with other increased funding in the special grants area and in the competitive grants area, has resulted in an increased funding in FY 85 of \$40 million for the State Agricultural Experiment Stations, an overall increase of 15%. This is the largest increase in Federal funding to the State Agricultural Experiment Stations in modern history. The funds for special grants and competitive grants did not come at the expense of formula funds which were modestly increased. The organized consensus and coordinated activity that occurred in the advocacy of the Biotechnology Initiative can serve as a very effective model for future actions. A major factor in the success of the initiative was the full support of the USDA administration, particularly Assistant Secretary Bentley, who was extremely effective in communicating the importance of this need to the Reagan Administration.

Revision of Operating Procedures and Committee Structure of ESCOP and the Experiment Station Section:

Over the years, the various standing and ad hoc subcommittees of ESCOP had, in some cases, wandered from the mainstream activities of the parent committees and either developed a life of their own or had essentially gone into an inactive status. Beginning in the fall of 1983, an effort was made to reexamine the status and the need for the various subcommittees and to define and modernize the operating proce-

dures for the Experiment Station Committee on Policy. Under Dr. Jim Halpin's initiative, a new procedure was established for dealing with the subcommittees of ESCOP. The chairman-elect of ESCOP assumes a primary responsibility for communicating with the subcommittees of ESCOP in the revised procedures. The chairman-elect interacts with the chairmen of the various subcommittees during the year to obtain from them reports of their accomplishments during the year and their proposed plans of action for the coming year. A method of membership rotation for the subcommittees was established and methods for retiring the ad hoc subcommittees of ESCOP were strengthened. The first action of the incoming chairman of ESCOP will be to report to the Committee on the accomplishments and plans of the various subcommittees. The incoming chairman of ESCOP will have had a major input in structuring these plans as well as in determining the membership of the various committees. Thus, at the beginning of each year of ESCOP activity, the new chairman has a full slate of committee members and a clear picture of objectives and activities to be undertaken. The overall function and relationships of ESCOP to other elements of the Land-Grant Association and the Regional Associations was also reviewed, revised, and adopted during the 1983-84 year. Leadership for developing this posture was taken by Dr. Dale Zinn. Following adoption of the new operating procedures for ESCOP, Dr. Keith Huston undertook the revision of the Experiment Station Section Bylaws to make these consistent with the new operating procedures of ESCOP. The resulting changes in the Experiment Station Section Bylaws are relatively minor. The revision to these bylaws was submitted to individual station directors and will be adopted at the annual meeting of the Experiment Station Section.

Relationships Between ESCOP and the Cooperative State Research Service:

Under the leadership of Dr. John P. Jordan, ESCOP has been invited to take a considerably more active role in planning the activities of the Cooperative State Research Service in the formative stage. ESCOP now participates in the definition of new position descriptions for the faculty of CSRS, is active in the recruiting process, and participates in the selection process. The overall, broad activities of CSRS are coordinated with ESCOP and vice versa. A system of continuing communication between the chairman of ESCOP and the administrator of CSRS has been strengthened and solidified. CSRS, in its new and revitalized role in USDA, has emerged as an active spokesman for the State Agricultural Experiment Stations within the USDA, much more effective in its communication with its counterpart organizations in the department, with the assistant secretary, with the administration, and with Congress. Overall, mutual activities in the areas of strategic planning, public awareness, and advocacy of the research agenda for the State Agricultural Experiment Stations have been greatly enhanced through this improved communication.

Relationships With the Division of Agriculture in NASULGC:

The revision of ESCOP Operating Procedures and Experiment Station Section Bylaws clearly enunciate the relationship of the State Agricultural Experiment Stations via ESCOP and the Section to the Division of Agriculture in NASULGC. While the separate business of ESCOP as it represents the Regional Associations in Washington has been maintained, efforts have been also completed to improve the functional

relationships between ESCOP and the Division of Agriculture. The Washington meetings of ESCOP were held in NASULGC's offices, Division of Agriculture staff people were asked to be active participants in all meetings of ESCOP, more effective communication between the staff and the directors-at-large was initiated with the executive vice chairman of ESCOP attending staff meetings of the Division of Agriculture during the year.

Activities of the Standing and Ad Hoc Committees of ESCOP:

In addition to the activities of ESCOP as a total committee, the activities of its very crucial standing and ad hoc subcommittees were an active part of the total activity of the committee in the 1983-84 year. The Budget Committees have been extremely active and effective in their actions. The Hatch Centennial Committee is taking a major activity in developing a program for the centennial year. The Special Initiatives Committee has been reconfigured in its second year of existence to be more effective in acting as the "tail twister" for the parent committee. The Legislative Subcommittee, dealing with the Farm Bill and other new legislation, has also been effective and quite active. Also, many of the other committees have performed in an outstanding manner. The various committee activities are covered in more detail elsewhere in the Section minutes.

Relations Between ESCOP and the Regional Associations:

Finally, and perhaps most important of all, a substantial effort has been made at improving communication between the regional associations and the overall Committee of ESCOP. One of the key features of

this in the 1983-84 year was the fact that all four regional chairmen were members of ESCOP. This allowed effective communication between the regions and ESCOP. Several of the regions have adopted procedures that will assure that their chairman will be a member of ESCOP in future years. It is the recommendation of the outgoing chairman that all regions give this arrangement serious consideration in the future. The coupling of the planning process between the regional associations and the Planning Subcommittee of ESCOP will also be a major factor in continuing to strengthen the relationship between the regional associations and ESCOP.

The Renaissance in Agricultural Research:

At the fall meeting of ESCOP, Deputy Assistant Secretary of Agriculture for Science and Education Dr. Bruce Cone presented a paper entitled "A Scientific Renaissance in Agriculture." Dr. Cone's reflections capture much of the excitement and sense of opportunity that has emerged in the agricultural research community over the past few years. His presentation to the Experiment Station Section meeting was a result of the consensus of the Executive Committee of ESCOP that this paper should be broadly shared with all directors in the system.

Philosophy of Budget Building

Situation

The present situation regarding federal funding for agricultural research is characterized by a number of factors which need to be considered in developing a philosophy for budget building:

- 1) Projections for severe budget constraints as the budget balancing process is continued.
- 2) Recognition that the Joint Council process is presently in place and appears to be the most likely mechanism through which new budget initiatives will be expressed.
- 3) The new initiatives process, such as was used in the area of biotechnology, has worked well and appears to be a model for future budget advocacy.
- 4) Obtaining across-the-board increases for formula funding appears to be difficult to achieve in the short run unless a new strategy emerges.
- 5) There is a growing visibility and recognition of the importance of agricultural research in the broad science and technology arena at the national level.
- 6) There is growing support on the part of the present administration for research and development, including agriculture.
- 7) In the above context, there is a major emphasis on high technology in which agricultural research can participate.
- 8) It will be important to recognize that there are mixed congressional attitudes regarding the amount

of agricultural research funding that is needed as well as the mechanism to be used in providing these funds.

- 9) There will be initiated, in the coming year, a study of the peer review process in funds appropriated to the USDA. This may ultimately impact the view of the administration and Congress in the awarding of federal funds for agricultural research.

Projections and Pathways:

At the very best, the funding situation is uncertain in the short run, with a number of possible scenarios including a no growth situation, reductions in federal funding for agricultural research, and the possibility for exceptional increases. With respect to formula funds, it appears unlikely that major increases will be achieved nor will there likely be broad, across-the-board increases as indicated above. Increased earmarking of formula funds is a distinct possibility. With regard to special grants, most people believe we can expect to see some continued congressional initiatives for this kind of funding, although NASULGC continues to support general, broad programs. Increasingly, special grants are awarded on a competitive basis. With regard to competitive grants, there has been (generally speaking), in recent history, a positive attitude on the part of the administration and the scientific community, and a mixed reaction from Congress. The new funding that was achieved this year is an example of what can be

done. The competitive grants process does accommodate new initiatives and has a substantial credibility in the scientific community. There is a perception of the ability to maintain accountability in the competitive grants approach.

Needs and Opportunities:

There has, perhaps, never been a greater need for agricultural research than exists today across the country. Agriculture, because of monetary policy, foreign policy, and agricultural policy, finds itself in a very severe cost-price squeeze which, among other things, is characterized by the following:

- 1) High interest rates
- 2) Loss of export market
- 3) Low domestic prices
- 4) Softening land prices
- 5) Surplus stocks
- 6) Restricted credit
- 7) Increased risk
- 8) Increased agricultural debt

In addition, there are problems associated with dwindling natural resources, weather extremes, cost of transportation, unstable local markets, increasing production costs, and relatively low value added to the raw products produced in agriculture. These very severe problems and constraints on agriculture today are, in at least some cases, amenable to help fund research and some very exciting, new

opportunities present themselves. Examples of the new opportunities in agricultural research include:

- 1) Biotechnology
- 2) Computer technology
- 3) Communications technology
- 4) Remote sensing/satellite imagery
- 5) Biocontrol
- 6) Robotics
- 7) Alternative energy sources

There are a number of alternatives that deserve careful consideration as the budget philosophy is developed for the State Agricultural Experiment Stations.

- 1) Regional research initiatives might be considered in terms of increasing amounts of competitive grant funds. A substantial restructuring of the concept for defining, awarding, and managing regional research initiatives could be productive. More explicit expectations from the regional research funds that are awarded might emerge and the regional research initiatives might be a way of balancing the competitive grants program at the national level with more site specific research activities.
- 2) In the short run, there may emerge a need for a substantial restructuring of the formula fund concept to make it more responsive to the perceptions

of a national agenda for agricultural research, to deal with additional earmarking, and to recognize the need to maintain a more visible and credible perception as adequate scientific review occurs for formula fundings. In the area of special grants, it may be wise to seek a broad review and revision of the purpose, scope, and criteria to be used in establishing and managing special grants and to expand the national objectives for funding to be exclusively awarded to the State Agricultural Experiment Stations under special grants. In competitive grants, it might be wise to consider developing better linkages between these relatively narrow areas of endeavor and the total research agenda.

Key Elements in the Advocacy Process

As one looks both historically at the strengths of our present system and prospectively at the emerging situation with regard to budgetary constraints, there are a number of key elements that will probably have to be present for a successful budgetary advocacy.

- 1) Strengthening the external perceptions that the State Agricultural Experiment Stations have a good scientific game plan.
- 2) Establishing a credible method for justifying and expanding the base programs with formula funding.

- 3) The development of methods for achieving consensus within the SAES community on the priorities for new initiatives.
- 4) Providing improved methods to take a more proactive role in the budget development process, that is to say, participating in the setting the agenda rather than reacting to the agenda.
- 5) Establishing and strengthening well-developed linkages between the planning and budget process.
- 6) Developing a better capability to respond in a credible and timely way to the dynamic situations that present themselves during the course of the budget development process.

Conclusions:

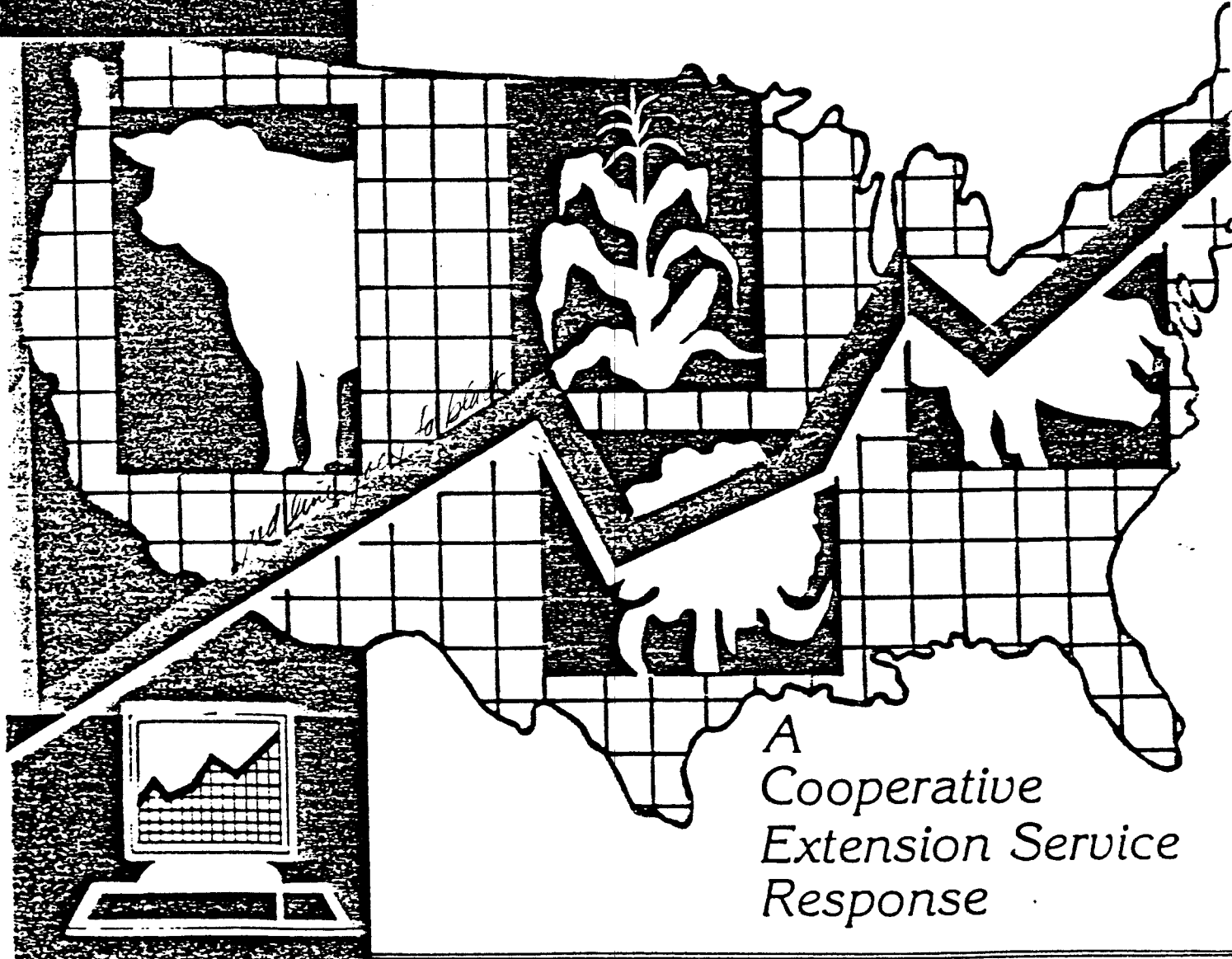
The Experiment Station Committee on Organization and Policy has, over the past year, assumed a more definite relationship as the Executive Committee of the Experiment Station Section. The 1983-84 year has been an active one and one in which a number of important achievements have been made. The relationship with the Cooperative State Research Service and the active support that has been maintained with Dr. J. P. Jordan and his staff have been outstanding. The coupling of the regional associations with their chairs as members of ESCOP has facilitated communication. The ad hoc and the standing committees of ESCOP have had very active and productive agendas, which have been

very complementary to the total activity of the Committee. It has been a stimulating experience on the part of the chairman to have had the opportunity to work with the outstanding membership of the 1983-84 class of ESCOP.

In concluding this report, special thanks must be given to the Executive Secretary of ESCOP, Dr. Jim Halpin, who has taken a tremendous leadership as well as staff role in supporting the activities of ESCOP throughout this year. Mr. Gary Arnold, of the Texas Agricultural Experiment Station, played a major role in the development of the document entitled "Research 1984," and special thanks are extended to him. Mrs. Kim Haight, also of the Texas Agricultural Experiment Station, provided major administrative support to the Committee throughout the year. Dr. Lamar Harris, Chairman-elect of ESCOP, has been especially effective in exercising his responsibilities and in taking a leadership role in the affairs of the Committee. It has been a pleasure and privilege to work with him and now to place in Dr. Harris' capable hands the responsibilities and duties of the Chairman of ESCOP.

A. 11/10/84

Regaining Farm Profitability in America



*A
Cooperative
Extension Service
Response*

Extension Committee
on Organization
and Policy

November, 1984

(DRAFT - FOR ECOP APPROVAL - NOT FOR PUBLICATION)

TABLE OF CONTENTS

	Page
Introduction	
Current Economic Analysis	
Agricultural Economic Outlook - Next Two to Five Years	
Critical Operating Decisions Facing Commercial Agriculture	
Cooperative Extension Service Response	
Methodology to Help Farmers and Ranchers Regain Profitability	
Future Impacts of Cooperative Extension Service Response	



Summary and Recommendations

The economic climate in agriculture has been deteriorating since the beginning of this decade. Net farm income declined about 50 percent between 1981 and 1983 with real net farm income (after adjusting for inflation) decreasing even more. As net farm income dropped in the early 1980's, agricultural asset deflation was also occurring, causing severe cash flow and debt management difficulty for heavily leveraged farmers and ranchers. Many farm families are financially stressed by high interest rates, heavy debt, weather-reduced crop yields, reduced exports, and level or declining commodity prices.

The agricultural economic outlook for the next two to five years projects: (1) Continued instability with production, exports, prices and income. (2) Excess production capacity. (3) Relatively high interest rates. (4) Severe cash flow problems for some farmers and ranchers with the need to restructure debt. (5) Slower rate of growth in demand for agricultural commodities than occurred in the 1970's. (6) Asset values remaining relatively stable or possibly declining further.

To help agricultural producers cope with the difficult economic climate, State Cooperative Extension Services are developing educational programs focused on optimum economic returns to the farm producers. These programs include multi-disciplinary, integrated systems approaches to improve the profitability of agriculture. Better integration of production, management, and marketing strategies will be achieved by using the resources of a team of Extension specialists and agents.

The Extension Committee on Organization and Policy recommends several Extension educational

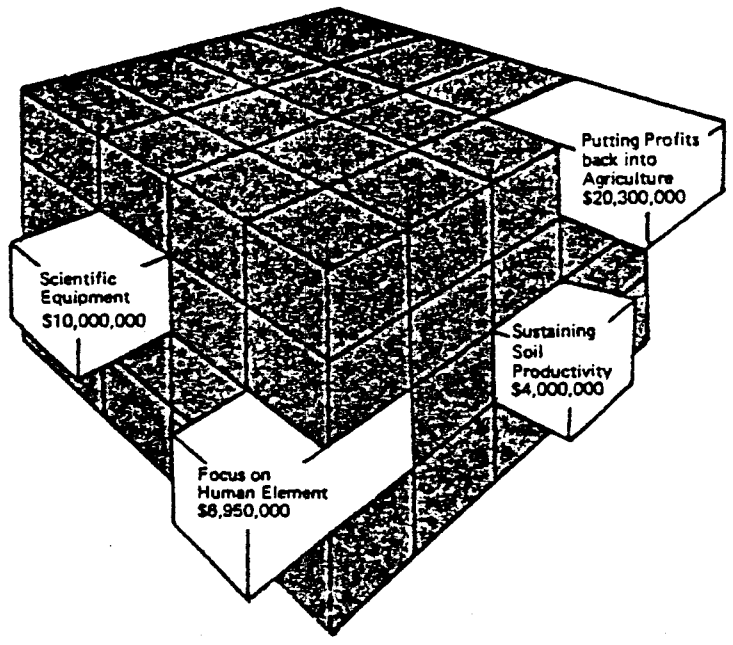
programs to help farmers and ranchers regain profitability. These programs will help farm operators: improve economic efficiency, increase farm (family) financial management, relate to stress management, improve risk management analysis, increase understanding of international economics and trade, and improve marketing strategies.

Cooperative Extension Service methodologies will include: systems approaches, in-depth workshops, computer analysis, one-on-one counseling, and the use of modern communications technology. This will require a close working relationship with the private sector, land grant research personnel, and Cooperative Extension.

Future impacts and results of the Cooperative Extension Service response include these goals:

- Adjustments in production systems which improve economic efficiency, minimize risk and increase net farm income.
- Fewer farm bankruptcies and foreclosures.
- More adequate analysis of farm finances by lenders.
- A framework to evaluate economic potential by those considering entering agriculture.
- An increase in the number of producers using comprehensive marketing strategies.
- More farmers and ranchers benefitting from the counsel of skilled professionals.
- An acceleration in the adoption of new research results and new knowledge.
- Maintenance of an efficient and highly productive agriculture insuring an adequate, reasonably priced food supply for consumers.

ESCOP



PROPOSED BUDGET INCREASES

for
Cooperative State Research Service (CSRS)
Office of Grants & Program Systems (OGPS)
USDA

FY 1987

Recommended by ESCOP Budget Subcommittee

ESCAP BUDGET SUBCOMMITTEE - FY 1987

L. L. Boyd	Washington
N. P. Clarke	Texas
C. W. Donoho	Georgia
J. E. Halpin (DAL)	Southern Region
K. A. Huston (DAL)	North Central Region
Hugo John	Connecticut - Storrs
Dick Joyce (CARET)	Oregon
C. C. Kaltenbach	Wyoming
C. R. Krueger	Pennsylvania
C. O. Little	Kentucky
H. R. Lund	North Dakota
A. C. Mace, Jr. (Forestry)	Florida
R. L. Mitchell	Missouri
O. C. Simpson (1890)	Oklahoma - Langston
W. P. Switzer (Vet. Med)	Iowa
J. Voss (Home Ec)	North Carolina
D. W. Zinn (DAL)	Northeast Region
L. W. Dewhirst (Chairman)	Arizona

- 47 -
HATCH CENTENNIAL BUDGET
1987

ESCOP Budget Subcommittee Proposed Budget INCREASES for the Cooperative State Research Service and the Office of Grants and Program Systems

INTRODUCTION. One hundred years ago in 1887 Congress passed the Hatch Act

"to promote a sound and prosperous agriculture and rural life as indispensable to the maintenance of maximum employment and national prosperity and security."

The Act also required a matching requirement of State funds. This Act, in effect, established a Federal-State Partnership.

The results of the Hatch Act over the past century have been the greatest success story in the human struggle to achieve adequate food and fiber. Agricultural production in the United States not only provides food to its citizens at the lowest cost in the world, it also accounts for a major portion of its exports.

In recent years the Federal-State partnership has become unbalanced. Federal support of agricultural research in some states has fallen as low as five percent.

The Centennial Budget Proposal seeks to reaffirm the partnership which has produced the most highly productive agricultural system in the world and has allowed 96 percent of this Nation's population to help improve the material comfort of its citizens in other ways. Fiscal equality is not possible in a single year and perhaps should never be achieved. However, in this the Hatch Centennial year it is indeed appropriate to reaffirm the importance of the Partnership and to vigorously support increases sufficient to maintain its integrity.

In keeping with the Centennial of the Hatch Act it is proposed that three major initiatives related to the original intent of the Hatch Act one hundred years ago and equally needed today form the framework for increased support. Each of the three major initiatives is equally important. Those three major initiatives are:

- A. Putting Profits Back into Agriculture.
- B. Sustaining Soil Productivity by Better Managing Soil and Water.
- C. An Expanded Focus on the Human Element.

Results of such combined action by Congress and the distributed publically-supported agricultural research system will help to answer urgent human problems and maintain a healthy agricultural production system. Together we will reaffirm that

* * * * 1887
* One *
* Hundred *
* Years *
1987 * * * *

has been
A Century of Science

Priorities for INCREASES in Funding through CSRS

I. Major Research Emphases - Formula Funds:

A. PUTTING PROFITS BACK IN AGRICULTURE

Agricultural policy including Federal policies, international trade, production and marketing strategies and impacts of technology are in need of research focused on maintaining a strong agricultural production system. Those elements of production relating to increased opportunity for profitability such as soil-plant interactions including beneficial micro-organisms which can enhance productivity, development of research results that will answer production under salinity and water stress, sensors and control systems, each applied to agricultural production including timber and residues. Incorporation of biotechnology and molecular biological technology into agricultural plants and animals to achieve higher levels of productivity while maintaining reasonable input levels and decreasing potential dangers from toxic chemicals. Modest increases in research funding will also increase the efficiency and profitability of animal production systems by reducing the 20 percent loss to disease entities. \$20,300,000

Hatch	\$13,588,000
Evans-Allen	1,712,000
McIntire-Stennis	2,900,000
Animal Health 1433	2,100,000

B. SUSTAINING SOIL PRODUCTIVITY BY BETTER MANAGING SOIL AND WATER

Integrated productions systems research involving minimum soil tillage with incorporation of crop residues, water management which maximizes retention and more efficient use by agricultural crops while reducing soil loss, improving water quality, and decreasing dependency on agricultural chemicals offers significant promise in conservation of soil and water in all crop agricultural areas. \$4,000,000

Hatch	\$3,400,000
Evans-Allen	600,000

C. AN EXPANDED FOCUS ON THE HUMAN ELEMENT

Expanded research is needed in nutrition including that related to senior citizens, obesity, bioavailability of nutrients, new food sources, and food preferences. Food safety including processing and toxicants such as pesticides, mycotoxins and microbial agents demands more research. Research on factors affecting family well being such as societal changes affecting family integrity and family resource management is needed. \$6,950,000

Hatch	\$5,885,000
Evans-Allen	1,065,000

II. Special Research Grants (PL 89-106).

	INCREASES
A. Scientific Equipment (2-d)*	\$ 10,000,000
B. Forest Productivity**	2,000,000
C. Integrated Pest Management (IPM)	1,000,000
D. Biological Control of Pests	500,000
E. Rural Development Centers	300,000
F. Germplasm Resources	200,000
G. Minor Use Plant & Animal Pesticides (IR-4)	200,000
H. Animal Health (1414.c.1.)	1,600,000
I. Pesticide Impact Assessment	250,000
J. Biological Systems Impact Assessment	250,000
K. Integrated Reproduction Management (IRM)	<u>500,000</u>
TOTAL	\$ 16,800,000

*Funding for scientific equipment has not kept pace with the needs of modern science. The result is that equipment is outdated, nonexistent or out of repair. A major 5-year thrust is needed to help bring the scientific equipment in publically-supported agricultural research centers to the level of industry. However, 50 per cent of THESE FUNDS (\$5,000,000) SHOULD BE MADE AVAILABLE EQUALLY TO EACH STATE ON A MATCHING FUND BASIS (EQUAL AMOUNTS BY THE STATES) WITH DECISIONS on the remaining 50 per cent (\$5,000,000) TO BE MADE ON A COMPETITIVE BASIS BY PEER REVIEW OF PROPOSALS.

**Expanded research is needed on biological relationship to regenerate desired forest, silvicultural systems for the production of particular products, maintenance of site productivity, and the relationship between the production of timber and other outputs from forests. Critical environmental issues include acid precipitation, old growth/wildlife habitat issues, land reclamation and water quality.

Total INCREASES to Funding Authorization

Hatch	\$22,873,000
McIntire-Stennis	2,900,000
Evans-Allen	3,377,000
Special Research Grants	16,800,000
Animal Health 1433	<u>2,100,000</u>
TOTAL	\$48,050,000

INCREASES in Funding through OGPS

Competitive Grants (PL 89-106)

ESCOMP remains strongly supportive of major emphasis on the Competitive Grants Program. The opportunities for significant increases in productivity are enhanced by competitive basic science in biotechnology including forestry, reproductive physiology in animals, molecular and developmental biology in plants and animals and environmental stress on plants.

	INCREASES
Plant Science Research (including Forestry)	\$ 2,000,000
Human Nutrition Research	300,000
Animal Sciences Research	1,000,000
Biotechnology Research	<u>10,000,000</u>
TOTAL	\$13,300,000

12/1/84

APPENDIX F

WESTERN DIRECTORS ASSOCIATION

PEER REVIEW COMMITTEE REPORT

The use of peer review processes has been questioned as a part of the ongoing discussion of the relevance of agricultural research. Terry Kinney, Administrator of ARS, has proposed "An evaluation study to assess the adequacy of present peer review mechanisms for USDA research to assure program relevance and excellence, and to make recommendations for improvements in the system".

At the August, 1984, meeting of the Western Directors Association in Hilo Hawaii, an ad hoc study committee was designated to consider the Western SAES participation in such a study.

The Committee recommends that Western Directors endorse the concept to evaluate the peer review processes and mechanism in agricultural research, provided that due consideration be given the following factors:

1. The ARS and SAES organizations are mission oriented, problem solving entities with programs across a continuum from basic to applied research.
 - a. The ARS mission and problems are defined more in a regional and national context, while
 - b. The State mission and problems are heavily influenced by state legislatures and local user clientele.
2. The ARS-SAES partnership is mutually beneficial in that problem solutions by Federal workers help state scientists meet their goals and vice versa; and state programs in teaching, research, and Extension, plus graduate training programs provide a continuous source of scientific expertise and assistance for the Federal programs.
3. This mission, agency interface, and basic-applied research continuum also involves a resource allocation process that NSF/NIH and other similar agencies do not have to consider. Their review criterion is primarily based on whether the proposal can extend existing basic knowledge. In that situation, scientific excellence is the sole criterion for selection. In the mission oriented, problem solving partnership of ARS-SAES, scientific excellence is only one of several criteria. Others are a necessity for maintaining a base of expertise in a broad range of commodity and scientific disciplines; predetermined program decisions of priorities made at legislative, administrative and scientific disciplinary levels, and the inability to solicit competitive research proposals for a particular problem.

4. The existing ARS-SAES research system has built-in quality control components as well as renewal and improvement processes based on the scientific method as practiced by discipline oriented scientists. This system, only lately supplemented by competitive grant programs, has been and continues to be largely responsible for the success of American agriculture.
5. We do not recommend a comparative study of how competitive grant allocations are made vs. how ARS and SAES resources are allocated. Rather, any analysis must be made within the context of the basic structure, role, and mission of the Federal-SAES partnership, taking full account of its existing peer and other research evaluation mechanisms.
6. The data base for an analysis of the ARS-SAES peer review study must be the underlying research projects rather than their associated CRIS units.

Enclosures (5)

October 18, 1984

Dennis Oldenstadt, Chairman, WSU
George W. Ware, U of A
Peter Van Schaik, ARS
Eldean Gerloff, ARS



United States
Department of
Agriculture

Agricultural
Research
Service

Budget
Division

Beltsville, Maryland
20705



October 1, 1984

SUBJECT: Peer Review Proposal

TO: Peter Van Schaik
Assistant Deputy Administrator, WR

The following paragraph is the proposal on the peer review process you requested.

"Although ARS, CSRS, SAES, and other public agricultural research agencies and institutions use various mechanisms for reviewing and evaluating proposed and ongoing research projects and programs, these review processes generally are not perceived to have the autonomy, objectivity, and credibility of the formal peer review and research selection systems of the competitive grant programs of OGPB, NSF, and NIH. Because the availability of research resources is generally not keeping pace with the ever increasing scope and complexity of agricultural research needs, there is an increased expectation by the public that funded projects be of high technical quality and relevant to the highest priority needs. The objectives of this proposed evaluation study would be to assess the adequacy of present peer review mechanisms for USDA research to ensure program relevance and excellence, and to make recommendations for improvements in the system. The peer review role of private sector users of public agricultural research should be given special attention in this study."

Additional information is being forwarded relating to the proposal and you may find it useful.

JOHN R. VICTOR
Director

Enclosure



United States
Department of
Agriculture

Agricultural
Research
Service

Office of the
Administrator

Washington, D. C.
20250

July 13, 1984

2

SUBJECT: Evaluation Study of Peer Review Process for Agricultural Research Projects

TO: Orville G. Bentley
Assistant Secretary, S&E

✓ Bruce Cone
Deputy Assistant Secretary, S&E

-As you know, we discussed several weeks ago the possibility of conducting such a study. At first it was tabled but then Dr. Cone decided to proceed with the study. I had some preliminary discussions with Dr. Jordan who expressed considerable concern about the participation or cooperation of the State agricultural experiment stations (SAES). At the recent ESCOP meeting, Dr. Jordan broached the subject. The response of ESCOP is summarized in the attached from Dr. Jordan.

On July 10, I met with the Directors-at-Large, Neville Clark, Pat Jordan, and other representatives from ARS. I broached the subject again and received a pretty emphatic "no" that the SAES were not ready to participate in such a study. They are concerned that a person not knowledgeable of the agricultural system would conduct a study and report out information that is either misleading or not factual. I explained to them that ARS was not really in a position to avoid criticisms that continue to be made that we do not have an adequate peer review process. I am ready to conduct a study regarding the ARS process at any time but I feel that going ahead now might reflect negatively on the SAES.

Thus, I have agreed with Neville Clark that we would hold off on such a study until they have more time to consider the pros and cons and perhaps convince some of the SAES personnel that it would be desirable to carry out such a study. If, within the next several months, no progress is being made we will proceed to conduct such an evaluation in ARS. We are determined that any criticism of ARS will be addressed in a logical manner and either dismissed or corrected on the basis of reliable information.

Do you have any advice?

T. B. KINNEY, JR.
Administrator

cc:

J. P. Jordan w/attachment
M. E. Carter w/attachment

Association so proposed changes can be voted upon by the Experiment Station Section, in accordance with the By-laws, at the Annual Meeting of the Association. (3)

X. PLANNING FOR AGRICULTURAL RESEARCH - CLARKE

For the purpose of continuity, Agenda Item X is documented in these Minutes as Agenda Item 1-1.

XI. CSRS REPORT - JORDAN

A. INTRODUCTION:

Dr. J. P. Jordan, Administrator of CSRS gave a good review of the recent CSRS activities. A summary of his report is contained in Attachment 7. In addition, Dr. Jordan brought up several other issues for which he sought ESCOP input and advice.

B. DISCUSSION:

The first item was an observation that the 1890 institutions are establishing a number of liaisons with other academic institutions outside of their corresponding state 1862 institutions. It was observed that the international activities sponsored by USAID were stimulating such interactions. ESCOP expressed no particular concern but it was mentioned there is a need to maintain an awareness of the total picture with regard to external liaison.

Dr. Jordan also reported that Dr. Terry Kinney has started an initiative with other administrators in USDA wherein he proposes to ask the National Academy of Sciences/National Research Council to study the peer review process for all federally funded research in agriculture, to assess the adequacy of this process and make recommendations for its improvement. ESCOP expressed substantial concern about the inclusion of the State Agricultural Experiment Stations in this process since a majority of the funding for their activities does not come through the federal system. ESCOP was informed by Dr. Jordan that there were less than two weeks in which we could react to the ARS proposal; in other words, we did not have the feeling of a cooperative effort in this area but rather one in which ARS had decided what it wished to do and was asking if we wished to be included.

Dr. Jordan brought to ESCOP a proposal that came from Dr. Mary Nell Greenwood and ESCOP regarding the Seaman A. Knapp Memorial Lecture. The proposal is contained in Attachment 8. In essence, ESCOP proposes that the responsibility and coverage for the Seaman A. Knapp Lecture be rotated among the research, extension and teaching functions of the Land-Grant Associations. As we understand the proposal, Extension would take responsibility for the 1984 lecture, Resident Instruction for the 1985 lecture. This would allow ESCOP to have responsibility for the Knapp Lecture in 1986 to focus on the Hatch Centennial program.

WDA/MS meeting, Dec. 11, 84

COOPERATIVE STATE RESEARCH SERVICE

Report to Western Association of State Agricultural
Experiment Station Directors

July 30, 1984

J.P. [unclear]

printing. Large orders are available at cost directly from the Texas SAES.
Free individual copies are available from CSRS.

5. Peer Review/Program Planning and Evaluation: Over the years the issue of whether agricultural research undergoes the same level of sophisticated "peer" review that NSF and NIH projects undergo has been brought up many times. The Agricultural Research Service is interested in establishing the fact that there is a significant and rigorous peer review (in terms of the quality of science, etc.) in their research. From the point of view of the SAES, there are at least five types of peer review:

- a. Program or discipline level reviews which are often conducted through CSRS roughly twice every decade;
- b. Project reviews at the station level in which the station itself conducts an approved peer review in deciding what projects shall be funded;
- c. The competitive and special grants program review which is conducted very much like the NIH or NSF reviews involving a call for proposals, a panel of experts, and a review and ranking of those proposals;
- d. Review of regional research projects, first within the regional research committees of the appropriate association of ag experiment station directors (usually preceded by scientific review) followed by a review by the national Committee of nine and peer input from the CSRS faculty and others as needed;
- e. Reviews by interagency panels for programs/projects that may involve agencies in addition to USDA (NSF, Department of Interior, etc.) and may involve commodity group input by research committees such as the National Cattleman's Association, the Animal Agriculture Forum, etc.

The point to be made is that in seeking any kind of assessment of the quality of "peer review systems" within the State agricultural experiment station, one should keep in mind the many forms in which it takes.



United States
Department of
Agriculture

Agricultural
Research
Service

Office of the
Administrator

Washington, D. C.
20250

- 57 -

July 27, 1984

Dr. John Ohlrogge
Northern Regional Research Center, ARS-USDA
1815 N. University Street
Peoria, Illinois 61604

Dear John:

I have carefully read the letter sent to me by you and Drs. Gould, Crawford, and Wicklow on May 4, 1984, on the subject of the effectiveness of the ARS system for resource allocation on the basis of scientific excellence. I have delayed response in order to reply from a broader background, an ARS perspective, rather than simply from the comparison of ARS's versus NSF's peer review systems. A constructive suggestion requires a constructive response, and that is what I will try to give you.

First, let me state that I am responding from the view that ARS's program is totally mission oriented, meaning that our research is problem driven. This perspective adds a dimension to the allocation process that NSF does not have to consider. Agreed that a part of the NSF review process judgment is based on potential contribution to solving a problem. But for NSF the "problem" is simply that there is incomplete knowledge of a phenomenon under study. Their review criterion is whether the proposal can extend existing knowledge. In that situation, scientific excellence as a sole criterion for selection is acceptable; in ours, it is not. We might easily develop a program in which each individual project was the most scientifically meritorious from among all considered. However, there is little reason to assume that a program selected on that basis alone would achieve solutions to the problems we have committed to solving, or that it could do so within any meaningful time frame in practical terms.

Your suggestion, however, has merit for ARS if placed in a proper context. This is that after the important problems have been selected and prioritized, the bodies of knowledge and emergent technologies produced by our scientists to solve them have to be clearly identified. Our scientists need to tell us how best to solve these problems, and it is in developing the options for problem solving that the process needs to be competitive and allow the best science to rise to the top. It is here that your suggestion may help sort out the science and help us to invest our resources wisely.

In this context, improvement of the peer review system for project proposals would be desirable. I have no doubts that any process can be improved, and the staff assures me that you are correct in noting that some peer reviews are other than supportive. I will inject two points here. One is that a stringent peer review would be most appropriate prior to submission of a project proposal to NPS. This must not mean additional processing time for a proposal under funding consideration. It means the bench scientist would have to initiate his proposal earlier than he does now and to have reached his conclusion that the proposal is the most scientifically meritorious option. The second is that the high

Dr. John Ohlrogge


2

acceptance rate is most likely a function of a low proposal rate rather than a fault of the selection process. The low proposal rate, in turn, may be a function of a program performed with permanent staff. We operate under limits of on-off funding options; NSF does not. If sufficient scientific options are not generated, the system will go with what it has. In both cases, however, a revised system would not be useful if the peer evaluation did not include honest assessment of merit as related to the value of the proposal in solving the problem addressed in a timely manner.

Clearly, this is an area of operational responsibility. To improve our system, we must improve the quality and objectivity of the peer reviews, generate more options (proposals) for scientific approaches to problem solution, and generate a more competitive scientific atmosphere. All of this should ideally have been accomplished for all proposals before they are reviewed for relevance concurrence.

I will take this matter up with the Area Directors who have the responsibility for development of the Agency's tactical approaches to problem solving. Meanwhile, continue to think about the issue within the expanded context I have provided above.

Sincerely,



T. B. KINNEY, JR.
Administrator

Identical letter to:
J. Crawford, NRRC
J. Gould, NRRC
D. Wicklow, NRRC

bcc:
S. Rawlins
Administrator's Council

WESTERN ASSOCIATION OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

OFFICE OF THE DIRECTOR-AT-LARGE



MARK T. BUCHANAN
Director-at-Large

December 4, 1984

TO: Dr. R. J. Lavigne
Dr. G. L. Piper
Dr. R. M. Nowierski

FROM: Dr. L. W. Dewhirst
Chairman, Western Directors Association

SUBJECT: Off-the-Top Funding for Biological
Control of Weeds Research

At its November 12, 1984 meeting, the Western Directors Association considered your request for off-the-top funding for biological control of weeds research. While the Directors agreed that biocontrol of weeds is an important area of work, they felt the committee should follow the normal mechanisms in seeking off-the-top support. Off-the-top allotments are made to regional research projects and generally are in recognition that the supported research benefits the region rather than one or two particular states. Currently, only three western research projects receive off-the-top allotments.

If your committee wishes to pursue the possibility of an off-the-top allotment, it should either incorporate its activities under project W-84 "Establish, Improve, and Evaluate Biological Control in Pest Management Systems" or prepare a new regional research project on biocontrol of weeds. Project W-84 is in the process of preparing a new five-year revision and could perhaps include an objective for biocontrol of weeds. W-84 currently receives an off-the-top allotment to support work at the California insectaries in Albany and Riverside.

Once a project is established it may make an annual request for off-the-top RRF support. The project must submit a budget and indicate which Stations will receive the money. As I indicated above, however, only a few such requests currently are funded.

cc: L. G. Weathers (CA-R)

