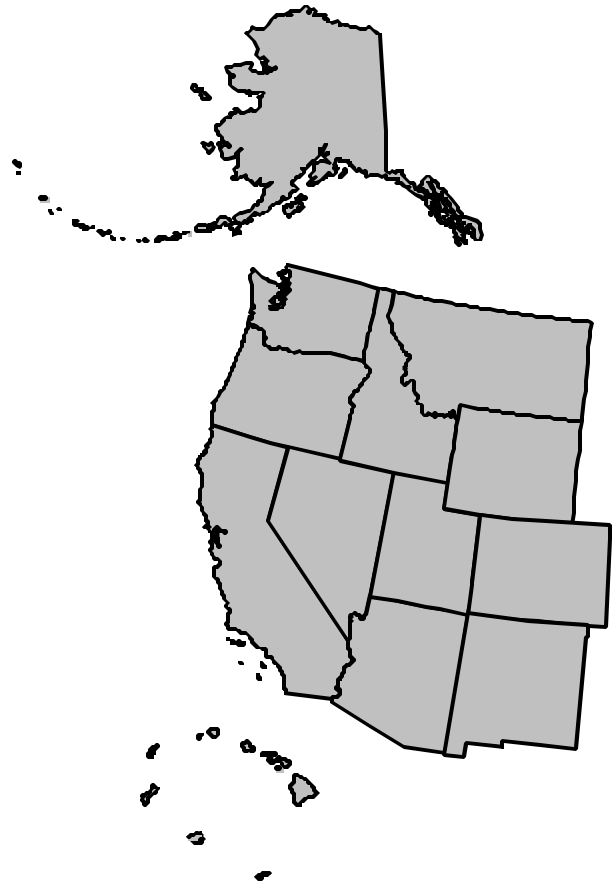


**MINUTES OF THE MEETING OF
THE WESTERN ASSOCIATION OF
AGRICULTURAL EXPERIMENT STATION DIRECTORS**

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



**WASHINGTON HILTON HOTEL AND TOWERS
WASHINGTON, DC
NOVEMBER 18, 1997**

SUMMARY OF ACTIONS

1.	Adopted the agenda	1
2.	Approved the minutes of the July meeting as distributed	1
3.	H. Grant Vest will replace G. L. Cunningham as Chair of RIC in 1998	1
4.	G. Allen Mitchell will complete G. L. Cunningham's term on RIC	1
5.	Philip A. Roberts will replace C. W. Laughlin as Administrative Advisor to W-185	1
6.	Approved the Treasurer's Report as presented	2
7.	The Executive Director Office Evaluation Committee is to organize an evaluation process with input from the directors and former ESCOP Chairs and present their report at the Spring Meeting	3
8.	Western Directors will pay for the banquet for the guests to the 50 th Anniversary celebration from residual funds in the treasury or from increased registration fees, with the decision on the source of funds to be made by the Chair and the Executive Director	4
9.	Adjourned the meeting	4

TABLE OF CONTENTS

1.0	Call to Order	1
2.0	Introduction and Announcements	1
3.0	Adoption of Agenda	1
4.0	Approval of minutes of last meeting	1
5.0	Interim Actions of Chair	1
6.0	Treasurer's Report	2
7.0	Executive Director's Report	2
8.0	Status of Regional Policy Research Center	2
9.0	Regional Impact Assessment Committee	2
10.0	Regional Research, Extension, Teaching Integration	2
11.0	General Discussion	2
11.1	Western Region Research Priority Setting	2
11.2	New Initiatives	3
11.3	Evaluation of ED Office	3
11.4	GPRA	3
12.0	Plans for Spring Meeting	3
12.1	Arrangements	3
12.2	Proposal for 50 th Celebration	3
13.0	Summer Meeting	4
14.0	Resolutions	4
15.0	Other Business	4
16.0	Change of Guard	4
17.0	Adjourn	4

INDEX OF APPENDICES

APPENDIX A	AGENDA	5
APPENDIX B	Treasurer's Report	6
APPENDIX C	Executive Director's Report	8
APPENDIX D	Regional Research, Extension, Teaching Integration	23
APPENDIX E	Western Region Research Priority Setting	24
APPENDIX F	GPRA	25
APPENDIX G	Arrangements for Spring Meeting	26

**WESTERN ASSOCIATION OF
AGRICULTURAL EXPERIMENT STATION DIRECTORS**

Washington Hilton Hotel and Towers

Washington, DC

November 18, 1997

MINUTES

ATTENDANCE:

ALASKA	Fred Husby	OREGON	L. J. (Kelvin) Koong
ARIZONA	C. Colin Kaltenschach	UTAH	H. Paul Rasmussen
CALIFORNIA	Henry J. Vaux		Ann Austin
HAWAII	Charles W. Laughlin	WASHINGTON	James R. Carlson
IDAHO	Dick Heimsch	WYOMING	Steve Horn
MONTANA	Tom McCoy	CSREES	Ted Wilson
NEVADA	Ron Pardini	AESOP	Stephanie Smith
NEW MEXICO	Gary Cunningham	EXECUTIVE DIR.	Robert D. Heil
	Leroy Daugherty	OFFICE-EXEC. DIR.	Harriet Sykes

1.0 Call to Order

The meeting was called to order by Chair Pardini.

2.0 Introduction and Announcements

The attendees introduced themselves.

Pardini reported that H. F. McHugh (CO) is scheduled to retire early in 1998, but has agreed to continue as Administrative Advisor of W-175 until September 30, 1998 when W-175 terminates or is revised.

3.0 Adoption of Agenda

The motion was made and seconded **to adopt the agenda. MOTION CARRIED.** The agenda is attached as Appendix A, p. 5.

4.0 Approval of minutes of last meeting

The motion was made and seconded **to approve the minutes of the July meeting as distributed. MOTION CARRIED.**

5.0 Interim Actions of Chair

Pardini reported that he had taken several interim actions as chair:

- H. Grant Vest will replace G. L. Cunningham as Chair of RIC in 1998
- G. Allen Mitchell will complete G. L. Cunningham's term on RIC.

– Philip A. Roberts will replace C. W. Laughlin as Administrative Advisor to W-185.

6.0 Treasurer's Report

McCoy presented the Treasurer's Report, attached as Appendix B, pp. 6-7.

The motion was made and seconded **to approve the Treasurer's Report as presented.**
MOTION CARRIED.

7.0 Executive Director's Report

Heil presented the Executive Director's Report, attached as Appendix C, pp. 8-22.

8.0 Status of Regional Policy Research Center

Cunningham reported that a regional policy research center had evolved from activities of W-192. A planning proposal was submitted and funding is being provided by the Fund for Rural America for development of a full proposal. A second proposal on development of research models was also submitted to the Fund for Rural America.

9.0 Regional Impact Assessment Committee

Pardini reported that representatives have been named and the Regional Impact Assessment Committee met in Minneapolis, MN for training and the Western representatives would meet in January 1998 in Las Vegas, NV. Wendy Douglas from Colorado is the Western contact person for developing impact statements.

10.0 Regional Research, Extension, Teaching Integration

Carlson distributed the report on the Regional Research, Extension, Teaching Integration Coordinating Committee, included as Appendix D, p. 23.

Concern has been expressed by the Administrative Heads group about redundancy of functions of the proposed committee and RIC. The thought has been to encourage more interaction of research, extension and teaching.

11.0 General Discussion

11.1 Western Region Research Priority Setting

Heil presented information on Regional Research for the Future, attached as Appendix E, p. 24. He commented that this could be considered strategic planning for the region. A concern is that with GPRA a great deal of time has been spent on program and priorities and how programs are classified. His

concept is that strategic planning is what you are going to do to get where you want to be. Enough emphasis has not been placed on strategies.

The Western Directors have been asked to address the ESCOP Strategic Plan at the Spring Meeting. Heil will develop the program for the meeting.

11.2 New Initiatives

Heil requested the Western Directors to form a group to start looking at new initiatives to consider and implementation of the initiatives in light of the Fund for Rural America and Title VIII.

A task force appointed to work with Heil on new initiatives is: Kaltenbach, Pardini and Laughlin.

11.3 Evaluation of ED Office

Heil requested that the Western Directors do an evaluation of the Executive Director Office. The motion was made and seconded that **the committee organize an evaluation process with input from the directors and former ESCOP Chairs and present their report at the Spring Meeting. MOTION CARRIED.** Koong, with the help of the incoming and past two chairs (Carlson, Pardini and Laughlin) are to conduct the evaluation. The instruments are the position description and the activity reports presented by the Executive Director.

11.4 GPRA

Rasmussen presented the report on GPRA, attached as Appendix F, p. 25. He commented that six key elements are needed for each strategic plan: (1) comprehensive mission statement; (2) agency-wide long-term goals; (3) approaches, strategies and resources needed to achieve the goals and objectives; (4) relationship between the long-term goals and objectives and the annual performance goals; (5) identification of key factors external to the agency and beyond control that could significantly affect the achievement of the strategic goals; (6) description of how program evaluations were used to establish or revise strategic goals, and a schedule for future program evaluations.

12.0 Plans for Spring Meeting

12.1 Arrangements

Koong distributed preliminary information on the Spring Meeting to be held in Newport, OR on March 18-20, 1998, attached as Appendix G, p. 26.

12.2 Proposal for 50th Celebration

Discussion regarding the celebration of the 50th anniversary of the Western Association of Agricultural Experiment Station Directors resulted in general support for the activity. Invitations will be extended by the Office of the Executive Director and the incoming Chair to former members and liaison representatives.

The motion was made and seconded that the **Western Directors will pay for the banquet for the guests from residual funds in the treasury or from increased registration fees, with the decision on the source of funds to be made by the Chair and the Executive Director. MOTION CARRIED.**

California volunteered to provide facilitators for a strategic planning exercise.

13.0 Summer Meeting

The Joint Summer Meeting will be held at the Yarrow Hotel in Park City, UT July 8-11, 1998.

14.0 Resolutions

There were no resolutions presented.

15.0 Other Business

Stephanie Smith of AESOP provided an update for activities on behalf of the SAES. She fielded questions regarding National Governmental Association opposition to the offset.

16.0 Change of Guard

Pardini presented a gavel to Carlson as he passed on the responsibilities as Chair. Carlson, in turn, presented a plaque to Pardini acknowledging the appreciation of the Western Directors for his term as Chair.

17.0 Adjourn

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

APPENDIX A**AGENDA**

WESTERN ASSOCIATION OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

Washington, D.C.

November 18, 1997

8:30 - 11:30 a.m.

8:30	1.0	Call to Order	R. S. Pardini
	2.0	Introduction and Announcements	
	3.0	Adoption of Agenda	
	4.0	Approval of minutes of last meeting	
	5.0	Interim Actions of Chair	
8:45	6.0	Treasurer's Report	T. J. McCoy
8:55	7.0	Executive Director's Report	R. D. Heil
9:15	8.0	Status of Regional Policy	
		Research Center	G. Cunningham
9:20	9.0	Regional Impact Assessment Committee	R. Pardini/R. Heil
9:30	10.0	Regional Research, Extension, Teaching Integration	V. McCracken
9:40		Break	
10:00	11.0	General Discussion	
	11.1	Western Region Research Priority Setting	R. S. Pardini
	11.2	New Initiatives	R. D. Heil
	11.3	Evaluation of ED Office	R. S. Pardini
	11.4	GPRA	H. P. Rasmussen
10:45	12.0	Plans for Spring Meeting	
	12.1	Arrangements	L. J. Koong
	12.2	Proposal for 50th Celebration	R. Pardini/R. Heil
10:55	13.0	Summer Meeting	H. P. Rasmussen
11:00	14.0	Resolutions	A. Mitchell/Grant Vest
11:10	15.0	Other Business	R. S. Pardini
11:20	16.0	Change of Guard	R. Pardini/J. Carlson
11:30	17.0	Adjourn	

APPENDIX B

WDA AGENDA BRIEFMeeting Date: November 18, 1997Agenda Item: 6.0Presenter: T. J. McCoyAgenda Item Title: Treasurer's Report

Background Information: _____

**WESTERN DIRECTOR AT LARGE
FINANCIAL STATEMENT
FY 1998**

November 11, 1997

ASSESSMENTS

		Payment	Balance Due
Am Samoa	\$600.00		\$600.00
Micronesia	600.00		600.00
Northern Marianas	600.00		600.00
Alaska 7,426.27	7,426.27	0.00	
Arizona	12,838.39	12,838.38	0.00
California	19,926.10		19,926.10
Colorado (actual \$8,054.60 rent deducted)	15,854.60	15,854.60	0.00
Guam	7,244.81		7,244.81
Hawaii	9,548.51	9,548.51	0.00
Idaho	11,426.20	11,426.20	0.00
Montana	12,057.33	12,057.34	0.00
Nevada	9,390.73	9,390.72	0.00
New Mexico	9,714.20	9,714.20	0.00
Oregon		14,510.95	14,510.95
0.00			
Utah	13,060.02	13,060.02	0.00
Washington	18,726.66	18,726.66	0.00
Wyoming	10,866.05	10,866.05	0.00
Colorado Rent	<u>(7,800.00)</u>	<u>(7,800.00)</u>	
Assessment Total	<u>\$166,590.81</u>	<u>\$137,619.90</u>	<u>\$28,970.90</u>

INCOME/EXPENSE

Date	Transaction	Income	Expense	Balance
07/01/97	June 30, 1997 Balance forward			\$20,481.86
YTD	FY98 Assessments Received	\$137,619.90		158,101.76
08/31/97	July Interest	111.34		158,213.10
09/30/97	August Interest	5.85		158,218.95
10/31/97	September Interest	106.54		158,325.49
08/08/97	University of Wyoming Heil 4/1/97-6/30/97			31,297.52
	127,027.97			
10/09/97	CSU Operating Expense Jul-Dec		29,000.00	98,027.97
10/09/97	Montana Accounting Expense		2,500.00	95,527.97
10/31/97	University of Wyoming Heil 7/1/97-9/30/97			<u>31,999.05</u>
	<u>63,528.92</u>			

Total\$223.73\$94,796.57\$63,528.92

**WESTERN DIRECTOR'S SPECIAL ACCOUNT
FINANCIAL STATEMENT
FY 1998**

November 11, 1997

ASSESSMENTS

		Payment Due	Balance
Alaska	\$311.22	\$311.22	\$0.00
Arizona		538.04	538.04
0.00			
California	835.07		835.07
Colorado	664.44	664.44	0.00
Guam	303.62		303.62
Hawaii	400.16	400.16	0.00
Idaho	478.85	478.85	0.00
Montana		505.30	505.30
0.00			
Nevada		393.55	393.55
0.00			
New Mexico	407.11	407.11	0.00
Oregon		608.13	608.13
0.00			
Utah	547.32	547.32	0.00
Washington	784.80	784.80	0.00
Wyoming	<u>455.38</u>	<u>455.38</u>	<u>0.00</u>
Assessment Total	<u>\$7,232.99</u>	<u>\$6,094.30</u>	<u>\$1,138.69</u>

INCOME/EXPENSE

Date	Transaction	Income	Expense Balance
07/01/97	June 30, 1997 Balance forward		\$14,401.52
YTD	FY98 Assessments Received	\$6,094.30	20,495.82
08131/97	July Interest	67.77	20,563.59
09/30/97	August Interest	29.78	20,593.37
10/31/97	September Interest	45.34	20,638.71
08/08/97	Rasmussen ACOP/ECOP/ESCOP Lake, Tahoe 7/27-7/30	963.68	19,675.03
08/19/97	Kaltenbach ESCOP Lake Tahoe 7/27-7/30		772.49
	18,902.54		
10/07/97	Rasmussen GPRA Washington D.C. 9/25-9/27		<u>788.00</u>
			<u>18,114.54</u>
Total		<u>\$142.89</u>	<u>\$2,524.17</u>
			<u>\$18,114.54</u>

APPENDIX C

WDA AGENDA BRIEF

Meeting Date: November 18, 1997
Agenda Item: 7.0
Presenter: R. D. Heil
Agenda Item Title: Executive Director's Report
Background Information: _____

Executive Director Report
 For period
 July-Nov. 1997

This report covers activities of the Executive Director and Executive Director's office for the period shown above. Attached to this report is a copy of the "Role and Responsibility of the WAAESD Executive Directors office." These guidelines have been shared with our Chair, Ron Pardini, for use in the evaluation of my performance and of the Executive Directors office. I am most appreciative for the evaluation as I conclude five years of service to the association. This meeting concludes my responsibilities as Executive Vice Chair of ESCOP, which has consumed a significant part of my time, and I am looking forward to spending more time on regional issues. An evaluation at this time is timely and appropriate.

Summary of Activities:

1. Have provided support to the CO-Advisors in the development and organization of the "Western Regional Impact Assessment Committee." This I believe will result in a very positive effort.

An added dimension of this will be an effort by Harriet and me to develop a mechanism to ensure that our regional research programs are highlighted. The AES and CES Directors at Colorado State University have formed a task force to develop something like "Oregon Invests." Harriet has been asked to serve on the task force and our hope is we can "tag" on to the CSU effort for accommodating our regional programs. We will keep you posted.

2. ESCOP Strategic Planning Subcommittee. The subcommittee has developed several "iterations" of an ESCOP Strategic Plan. The latest iteration has been put up on the WWW for review and comments. Plans are to have a "final draft" available for review and comment by ESCOP at the February 1998 meeting. My sense is that this is the first ESCOP strategic plan that begins focusing on "Where we need to be going and strategies for how we get there." Past plans have basically articulated "research priorities", and have not addressed strategies.

3. Regional Workshop on Productivity and Conservation. LeRoy Luft, CES Director at Idaho, and I have served as the land-grant representatives on the planning team for this workshop which was held Nov. 5-6, in Reno.

4. ESCOP Chair Advisory Sub Committee. This Subcommittee has held monthly conference calls, sometimes more frequently, to address on-going issues which have faced the AES community. My role has been to provide support to the Chair of ESCOP in the planning, coordination and follow-up actions.
5. Title VIII coordination committee. This committee has been active for about one year. The purpose is to develop guidelines for AESOP and initiate legislative action relative to the development of the Research and Education Title of the Farm Bill. Most business has been conducted via conference calls. I believe this committee has been effective in providing the system's input in shaping the Farm Bill.
6. Work Force Preparation Initiative. I was appointed by the Chair of ESCOP in September to serve as ESCOP liaison to a Taskforce, which has been created to develop an Initiative on "Workforce Preparation." Membership on the task force includes CSREES, ES, AES, AP, 1890's, 1994's, and the 4-H Council. The Taskforce has developed a brochure for distribution at the NASULGC meetings. Although the initiative has a very strong extension component, it does include research needs as well.
7. ESCOP/ACOP Leadership Committee. After serving on this committee for four years, Dr. Tom Helms, Executive Director for the Southern Region will replace me following the Class VI Phase 3 workshop in Washington, DC next June. It appears that this activity is growing in popularity and demand. I have gained from this experience and have appreciated the opportunity to be involved.
8. Agricultural Research Institute. My four-year term as a member of the Board of Directors of ARI concluded in September. Dr. Johnny Wynne, AES Director at North Carolina State, is the new AES representative. I would like to believe that I influenced ARI in focusing its efforts towards building an awareness of the need to significantly increase federal support for agricultural R&D.
9. Joint ES, AES, AP, ICOP New Directors Workshop. I am serving on an ad hoc committee to pursue the possibility of holding a joint ES, AES, ICOP, AP workshop for new Directors in 1998. The Chairs of ESCOP, ECOP, ACOP, ICOP and the CSREES Administrator have given a "green light" for moving ahead with the plans for this activity. It would heavily involve CSREES folks as well, and would be the first ever, joint workshop of these groups.
10. Western Regional SARE Administrative Council. My tenure on this Council is approaching eight years. I would like to continue if it is the desire of the Western Directors. This program has matured and is well managed and directed under the leadership of Dr. Phil Rasmussen, Utah State and Dr. Jill Auburn, UC-Davis.
11. PBAG/TSTAR. Continue to serve on the Administrative Council of this program. This group will meet jointly with the CBAG/TSTAR program next spring in Washington, D.C. The

research conducted under this program has made significant contributions to the State of Hawaii and the Pacific Territories. I hope funding for this program can be maintained.

12. ARS-National Seed Storage Laboratory Focus Group. The purpose of this group is to basically serve as advocate for the laboratory. The current Chair of the group is Stephen Smith of Pioneer Hi-Bred International. My role has been to encourage this group to broaden its advocacy position to include other germ plasma related activities.

13. USDA Facilities Task Force. The USDA Facilities Task Force, which was created in the 96 Farm Bill, met in Ft. Collins, Co on Aug. 25-27 as one of a series of regional meeting being held nationwide. I assisted Dr. Kirvin Knox in preparing materials he presented to the group. He was asked to discuss agriculture in general, and agricultural research capacity for the region that included: CO, WY, NE, ND, SD, and MT. They spent most of their time with questions to Dr. Will Blackburn, ARS Area Director for the Great Plains. We prepared an overview of the agricultural profile of the above states and locations and program activities associated with AES facilities in each state. His presentation was well received by the task force. With the use of examples, he was able to demonstrate to them the diversity of research needs and rationale for the facilities now in place. It was apparent from the questions that high on the agenda of the group is the question of whether or not ARS locations duplicate efforts of the states.

14. ESCOP Regional Research Coordination Subcommittee. ESCOP at its April 1997 meeting formed the above subcommittee for the purpose of facilitating communication with the CSREES Regional Research office to address regional research management issues. The subcommittee is in the process of major revision of the Regional Research Manual and looking at developing a "paperless management" process. A concept paper developed by the Subcommittee and prepared by Dr. Dave Mackenzie is attached. Our hope is to have a completed revised Manual and a concrete proposal to present to ESCOP at its February 1998 meeting. See the end of this report for an action item for this meeting.

15. ESCOP. My term as Executive Vice Chair of ESCOP terminates at this meeting. This assignment has consumed 15-20 percent of my time for the past two years. Scheduling, planning, and coordinating meetings, and responsibility for minutes, etc., has taken considerable time, not only of mine but Harriet's as well. The experience has been a good one in that people have been very cooperative and helpful. One really begins to appreciate the strength and attributes of the fine people we have in the system. But Harriet and I welcome the opportunities to begin re-focusing on regional need.

Travel for this Period:

Joint ESCOP/ECOP/ACOP meeting- July 27-30, Lake Tahoe, NV

Western SARE Administrative Council- Aug. 24-28, Santa Fe, NM

AES Directors Workshop- Sept. 9-12, Wash. D.C.

ESCOP/ACOP Leadership Workshop, Sept. 12-19, Indianapolis, IN

Productivity & Conservation Workshop, Nov. 4-6, Reno, NV
Annual NASULGC Meeting, Nov. 15-18, Washington, DC

Action Items:

1. Request that WAAESD consider providing up to \$6000 for the development of a computer based regional research management process contingent upon the plans to be presented at the ESCOP February meeting are approved. (See attached concept paper)
2. The WAAESD form a Task Force of Directors to work with the Executive Director over the next four months to identify potential regional research initiatives that could be funded by FRA or new resources provided in the newly passed Title VIII, and to report findings at the Spring, 1998 meeting.

Projected Travel for Period-Dec.97 through March 1998.

1. W-82, Gainesville, FL Jan. 4-6
2. Regional Impact Assessment Committee, Las Vegas, Jan. 7-9
3. Workforce Preparation Planning Committee, Greensboro, NC, Jan. 21-23
4. ESCOP Strategic Planning Subcommittee, Las Vegas, Feb. 3-5
5. ESCOP, Washington, D.C. Feb. 10-13
6. SARE National Meeting, San Antonio, TX. Mar. 5-7
7. WAAESD Spring Meeting, Newport, OR, Mar 18-20

ROLE AND RESPONSIBILITY OF THE
WAAESD EXECUTIVE DIRECTORS OFFICE

- A Advance policies and programs of the WAAESD and its constituent institutions.
- A Promote, articulate and advocate the priorities of the WAAESD within the framework of USDA and other agencies.
- A Provide leadership and coordination in developing regional priorities.
- A Coordinate implementation of regional priorities.
- A Assure meaningful collaboration with Extension and where needed, academic programs.
- A Provide administrative support to WAAESD Chair, Executive Committee, RIC, AA's, ESCOP Chair when that individual is from the Western Region.
- A Develop, organize and maintain a management information system and communication network that will provide current information on technical and administrative matters important to the WAAESD.
- A Develop and maintain communications between WAAESD members and ICOP, ACOP, ECOP, AHS, Veterinary Medicine, Forestry, Home Economics and NASULGC.
- A Facilitate communications with USDA and participate with other Executive Directors in their separate and joint functions in support of the overall research and education systems at the national level.
- A Serve as a resource to individual Directors, AA's. and committee chairs in the planning and management of research and development programs.

From: "Rubie G. Mizell <rml67@umail.umd.edu>
Reply-To: rmi67@umail.umd.edu
To: Donald <sdonald@umes3.umd.edu>, Heil
<wdal@lamar.colostate.edu>,
Helms <helms@saturn.msstate.edu>,
Lower <richard.lower@ccmail.adp.wisc.edu>,
Cooper <gcooper@reeusda.gov>
cc: dm'L84@umail.umd.edu
Subject: Paperless Management
Message-ID: <SIMEON.9709291425.M@test.umd.edu>
Date: Mon, 29 Sep 1997 14:38:25 -0400 (Eastern Daylight Time)
Priority: NORMAL
X-Mailer: Simeon for Win32 Version 4.1.1 Build (17)
X-Authentication: none
MIME-Version: 1.0
Content-Type: TEXT/PLAIN; CHARSET=US-ASCII
Status:

The following message is from Dr. David R. MacKenzie

PAPERLESS MANAGEMENT
OF
REGIONAL RESEARCH

A Concept Paper

Recent advances in Internet communication and off-the-shelf front-end software now provide us with an opportunity to conduct Regional Research management functions previously not possible. And at very low maintenance cost. The application of modern communications technology to the management of Regional Research has several important benefits that are outlined in this paper, along with a plan, and a proposed approach for paying for the development costs.

The Nature of the Problems:

Hundreds of pages of documentation are annually forwarded to the CSREES Partnership office and CRIS to record decisions and activities related to the Regional Research Program of the federal-state partnership. Additionally, the Regional Association offices duplicate much of this paperwork, out of a need for ready access to information. And, Administrative Advisors to projects, CSREES Representatives, and technical committee Chairs also duplicate documentation, out of their need to have access to information.

Seemingly needless routing of paper documents for pen-and-ink signatures delays project approvals, and in some cases lost documents derail decisions, and can lead to frustrations. Fairly frequent turn-over of regional managers also contributes to disruptions in getting

things done, and having papers lost. The paper trail of Regional Research management is said to be one of the factors contributing to long delays in starting up a Regional Research Project..... up to two years!

Another level of frustration has been expressed by technical committee members who feel left out of the communications loop, because the announcement of a meeting, or a needed document failed to reach them through a conventional (snail mail) distribution. And, late meeting authorizations greatly complicate the planning for travel of technical committee members. Some letters from enraged scientists document this source of frustration.

Another source of Regional Research management frustration are the required tasks forgotten by Administrative Advisors (e.g., early creation of meeting agendas, timely submission of meeting minutes and annual reports). In the Northeast Region we had a very successful workshop for new Administrative Advisors, but the problem of forgotten tasks is as frequent with seasoned directors as it is with new directors. These lapses are attributed to the relatively infrequent calls on a director's time as an AA, and the proportionately heavier demands on them as station directors. AAs are too frequently distracted from their Regional Research Project management responsibilities. This is not intended as a criticism of any SAES directors, but it is a statement of reality found in today's fast paced academic life. There is simply too much to be done, and the immediate problem gets attention. AAs need assistance in meeting their responsibilities to Regional Research, not criticism.

Guiding Principles:

Electronic links to information, the central paradigm of the World Wide Web, reduces the need to store documents in multiple locations. WWW technology means one document serves as the source, from which others are given access. This saves storage space, and an additional benefit is up-dating documents becomes relatively easy, as there is only one copy. Formats are also preserved, and access can be restricted, if needed.

Methods for electronic signatures are available to provide assurances that documents are officially approved. Future uses of pen-and-ink authorizations will decline as electronic means of verification become more prevalent.

Electronic "tickler" systems are available as off-the-shelf software (i.e., MS Office 97's Outlook). Customized versions, built on cycles of duties and established calendars can help remind assigned individuals that tasks need to be performed. The pattern of tasks and reporting required of Regional Research AAs is an ideal application of contemporary software.

Face-to-face meetings are necessary for many forms of consensus building, but a yearly meeting of active research faculty is not sufficient. Modern communication technology allows "chat rooms" and "private virtual meetings" via the WWW. Again, off-the-shelf software is available (i.e., from NASA for free) to support vastly expanded electronic communication among technical committee members.

The globalization of science is pushing electronic communications opportunities. The World Bank has launched an Electronic Global Forum for Agricultural Research (EGFAR), that will soon provide a “shopping mall” experience to the world's agricultural research community, to distribute knowledge, germplasm, and experiences. Directories of personnel, indices of documents, Hot Topic conferences, chat rooms, and secure work areas will be some of the features demonstrated in late October at International Centers Week. The US SAES System (through ESCOP) has been invited to join this initiative, and our Regional Research portfolio should be, in my opinion, included.

To be included will require an investment for converting to a more cyber-compatible communications system. Simultaneously, this would be an opportune time to shift the management of the system to a paperless one.

Concept:

The International Potato Center, headquartered in Lima, Peru has a global mandate for its research programs, with regional offices in Africa, Latin America and the Caribbean, and Asia. The Center recently underwent a major strategic planning exercise leading to a reorganization that formed a project-based research support and accountability system. Carlos Nino is the leader of the system's development. I was at CIP in June and, as a member of the CIP Board of Trustees, Carlos gave me a demonstration. I was impressed.

The CIP system allows CIP scientists anywhere in the world to access files, data, and information via the WWW. Front-end software makes the tasks of access easy and efficient. Confidential data (e.g., employment data, salaries) are password protected by levels of administrative authority. Services for participants are provided, such as chat rooms, data transmission, distribution of presentation overheads, reminders, e-mail management, etc.

The front end software used by Carlos is Microsoft's Office 97, a suite of interlinked programs (word processing, overhead presentations, spreadsheets, etc.) which allows for specific needs customization. The interface with WWW/Internet is seamless, and facilitated by electronic address recognition (i.e., a URL embedded in text is recognized and the software asks if you want to see the home page).

Proposal:

I propose that we share in the costs of developing a Regional Research-specific paperless management system. To do this would require an up-front commitment of resources in an amount not easily determined, but could be committed to in stages. To begin the process of gaining consensus on a joint venture, I propose the following steps:

Step 1. Invite Carlos Nino to present his system to the Executive Directors and the Partnership office, (and perhaps others?), and evaluate the applicability of this solution to our tasks of interest.

Step 2. Develop an agreed plan for the staged development (and a timetable of activities and assigned responsibilities) for a paperless management system for Regional Research, and lay out a budget for system development and testing.

Step 3. Hire a competent programmer, and perhaps a software consultant, to develop and beta-site test the applications).

Step 4. Distribute the software through the regional offices for implementation (assuming that the final product is indeed a distributed system).

Step 5. Train the participants in the use of the system.

I am estimating the direct software development and records entry costs at around \$50,000, based on what Carlos told me of his costs. But more information needs to be obtained on this estimate. Inasmuch as the design of the system is yet to take shape, this cost estimate need to be assumed to be "ballparked" only.

The NE Directors have voted an increased assessment for this year for this project in the amount of \$6,000, assuming an equal split between CSREES (\$24,000) and the associations (\$6,000 each).

Bottom line..... technology will allow us to do the practical, and to become efficient. We need to ask of others how to do it, and commit the resources to get it done.

RSVP..... Dave

David R. MacKenzie
dml84@u.umd.edu
University of Maryland NERA

Rubie G. Mize
rml67@u.umd.edu
phone: 301-405-4928
fax: 301-405-5825
<http://www.agnr.umd.edu/users/NERA>

To: Paul Rasmussen, Dave MacKenzie and Dan Rossi
From: Bob Heil
October 30, 1997

As a follow-up to the materials I faxed to you Paul and Dave last Friday, following is a stab I have made as an approach at looking at an alternative way to address GPRA. Dan, I will fax to you what I sent to Paul and Dave. Using the NASA strategic plan as a framework and drawing heavily from the REE Strategic plan and the "Issues to Action" document, I have constructed the following:

Part I is a table showing the Vision, Mission and Strategic Outcomes

Part 2 is a table showing a strategic roadmap that identifies short and long term performance goals for the strategic outcomes. The Strategic outcomes reflect the overarching REE goals and the Mission Statement. And they include both programmatic and management goals. And I have drawn from Issues to Action. One could go one step farther than I have with the tables and develop another table (as NASA has done) to show more specific research objective for each of the performance goals.

Part 3 represents some of my thoughts on developing indicators..

What I am proposing is a "partnership" strategic roadmap. I think this is a key. Somehow I get the impression from discussions that have been held that there is them and there is us, when in fact the strength of the agency is the partnership. I do not see this strength shown as an integral part of either the REE or CSREES plan.

What I am proposing would eliminate the states from having to provide annual performance plans. We present a "partnership" performance plan that includes both programmatic and management types of issues that we will work together to address.

It seems to me that if we provided the following information plus a list of all the items identified in our budget (rationale for doing so is discussed later), all we would have the state do is identify which budget item their report addresses and which performance goal they would fit it under and we would be home free. The key will be to have the impact statements written in a way to capture the items of importance but we can do that with the new effort on impact assessment.

PART 1.

VISION, MISSION AND STRATEGIC OUTCOMES

CSREES programs build on its strength-its ties to the land-grant system in designing and implementing research and education programs that have significant positive impact on U.S. agriculture.

VISION	MISSION	STRATEGIC OUTCOMES
--------	---------	--------------------

<p>CSREES in partnership with Land-Grant Universities is the premier provider of knowledge to promote the well-being of U.S. consumers, agricultural producers, and rural residents</p>	<p>Through integrated research, analysis, and education, is dedicated to the creation of a safe, sustainable, competitive U.S. food and fiber system and strong, healthy families, communities, and youth</p>	<p>Creation of a safe, secure food system.</p> <p>Creation of a sustainable food and fiber system.</p> <p>Ensure a globally competitive food and fiber system.</p> <p>Create healthy, strong communities, families and youth.</p> <p>Enhance economic opportunity and quality of life for citizens and communities.</p> <p>Enhance knowledge, skills of society-ready graduates.</p> <p>Integrate research and education programs and development and application of new decision-making models based on a multi-disciplinary, integrated systems approach.</p> <p>Create utilization of new information, communications, and other technologies that stimulate more effective research and outreach.</p>
---	---	---

PART 2

STRATEGIC ROADMAP FOR THE FUTURE

This roadmap describes short and long term performance goals for meeting the overarching goals of the partnership.

MISSION	PERFORMANCE GOALS	
	Short term Goals	Long term Goals
Creation of a safe and secure food supply.	<ul style="list-style-type: none"> - Expand the knowledge base to rapidly and effectively manage pests, diseases and natural disasters. - Provide technologies for efficient reliable monitoring and testing technologies to support HACCP. - Develop educational models to ensure that all citizens have needed knowledge regarding food safety. - Develop other innovations and approaches to food handling and processing. 	Increase research to better understand pest and disease organisms response to changing environmental conditions.
Create sustainable food and fiber systems	<ul style="list-style-type: none"> - Develop cost effective, environmentally friendly, and socially acceptable food and fiber production and processing practices and systems. - Develop models that provide timely, objective data and analysis to improve policy making 	- Expand research and education efforts to better understand complex interrelationships between agricultural trade, natural resource use, and environmental quality.

<p>Ensure a globally competitive food and base and education fiber system.</p>	<ul style="list-style-type: none"> - Expand knowledge base and education capacity leading to improvements in production, productivity and marketability. - Develop new and enhanced commercial products. - Ensure understanding of impacts of the transition to a free and open market on the long-term economic viability and sustainability of production agriculture. 	<ul style="list-style-type: none"> - Expand the scope of statistical, economic and technical information provided to public and private decision makers to promote efficient resource use, enhance productivity, develop new markets, and increase international trade.
<p>Create healthy, strong communities, families and youth.</p>	<ul style="list-style-type: none"> - Better define nutrient requirements for a changing population and monitor food and nutrient consumption. - Identify socio-economic, cultural and environmental factors that influence eating habits. - Analyze alternative policies to assist all people in achieving a healthy diet. - Design and use educational strategies for making healthy food choices. 	<ul style="list-style-type: none"> - Conduct research that defines basis for modifying the health promoting properties of plants and animals. - Realign nutritional needs and food production and processing from fork to field. - Create and design healthier food for all citizens.
<p>Enhance economic opportunity and quality of life for citizens and communities.</p>	<ul style="list-style-type: none"> - Provide access to educational programs in leadership development for citizens and communities. - Develop and provide models that help communities build capacity to address their needs. - Provide educational opportunities to enhance entrepreneurship and small business development in rural communities. 	<ul style="list-style-type: none"> - Expand research and education to identify models that have greatest potential for expanding economic opportunities and strengthen communities.

Develop society-ready graduates.	<ul style="list-style-type: none"> - Create a real- world learning environment. - Modernize educational strategies. - Enhance faculty development for preparing society ready graduates. 	<ul style="list-style-type: none"> - Expand efforts to ensure that graduates have problem solving, critical thinking, leadership, and communications skills.
Integrating research and education and development and application of new decision-making models based on a multi-disciplinary, integrated systems approach.	<ul style="list-style-type: none"> - Identify issues that can best be addressed by single and multi-disciplinary approaches, and integrated research and education. - Develop and provide decision support models based on a systems approach. 	<ul style="list-style-type: none"> - Expand research and education to evolve decision support models for making decisions at all levels which consider food throughout the cycle from production to consumption.
Maximize utilization of new information, communications, and other technologies that stimulate more effective research and education.	<ul style="list-style-type: none"> - Facilitate access to information technology for rural areas through connections to relative databases. - Create and utilize new opportunities in modern science to enhance U.S. agriculture, and broaden use of raw agricultural products. 	<ul style="list-style-type: none"> - Continue to create or take advantage of new opportunities in science and education.

PART 3

INDICATORS AND REPORTING

One of my concerns throughout the process is related to the GPRA guidelines that say the following:

“By September 1997(for fiscal year 1999), and annually thereafter, each agency is required to submit to OMB an annual performance plan which covers each program activity set forth in the agency's budget. Annual plans must be consistent with the agency's strategic plan: establish quantifiable performance goals; define the level of performance to be achieved during the budget year; and describe the operational processes and resources required to meet the performance goals.”

The one concern I have had is the part which deals with covering each activity set forth in the agency's budget. I know that early on, Walt Woods pressed for the idea that we aggregate our programs into 5 or 6 categories for reporting. And it appears that we are still oriented in that direction. It seems to me that OMB and perhaps Congress as well, is going to want to know something about what we are accomplishing in each of the budget lines we have for research, extension and academic programs. So given that I would suggest the following. We have states report impacts that identify specific program areas in the budget to ensure we have that information and then aggregate these under the performance goals I have suggested (recognizing that perhaps these need to be modified). We could follow Paul's model of having states submit 5 accomplishment or impact statements per year and then aggregate these as indicated above.

Now, to address the issue of indicators of accomplishment. First, I would like to suggest that the agency strongly follow suit with both NSF and NASA and ask that performance goals be presented under the GPRA option to set performance goals in alternative formats. They argue that since timing of outcomes from NSF's activities is unpredictable and annual change of output does not provide an accurate indicator of progress toward outcome goals, performance goals are not specific to a given year. We could present our short-term goals as those we expect to make significant progress toward by the year 2002, and the long-term goals would serve as the basis for future direction of programs beyond that point. The monitoring of progress of these goals would be provided from the annual impact statements submitted and/or from analysis of CRIS data or the extension program data base. These could be combined with judgement of external panels to assess performance. It seems to me that an evaluation of the annual impact statement by an external panel is the best measure of whether or not our performance goals are on target and whether or not we are moving in the right direction. In addition, perhaps customer surveys could be developed to add further assessment. As you know, currently every annual budget request requires statements by the agency for justification of each of the programs they have. NASA and NSF have both acknowledged this and although it is not clear how they would relate this to GPRA, I think they are saying that these annual budget requests do reflect current program activity, needs and accomplishments. The annual impact statements from the states could serve as input to the budget justification narrative. This coupled with budgetary analysis by CSREES it seems to me could serve as a basis for assessing progress.

Indicators that I would see emerging from this process are such things as:

1. Availability of production and processing systems that are more cost-effective and environmentally friendly.
2. Availability of decision making models that are applicable to policy making, and all other aspects of agricultural production, processing and marketing.
3. Availability of production systems that maintain soil and water quality, wildlife habitat and biodiversity.
4. Availability of practices that serve the needs of a multimodal agriculture.
5. Models of successful multi-disciplinary, integrated systems approach to research and education.
6. Models that allow communities to better address social and economic challenges and opportunities.

7. Availability or access to information to the broad constituencies.
8. Development of partnerships among agencies and with the private sector.
9. Development and utilization of information bases that address food safety.

I think it is important to remember that Annual performance reports are not due until the year 2000. So it seems we have time to really address this issue. The important thing now is to describe how we are going to go about doing it. And for now we need to have something that links strategic plans with performance goals and a mechanism to provide what is needed to justify the annual budget request.

END

Refer to **NASA's Strategic Management System** at:
<http://www.hcr.nasa.gov/office/nsip/maips.htm>

APPENDIX D

WDA AGENDA BRIEF

Meeting Date: November 18, 1997
Agenda Item: 10.0
Presenter: V. McCracken
Agenda Item Title: Regional Research, Extension, Teaching Integration
Background Information: _____

At the Summer Meeting in Hawaii, the Ad Hoc Task Force on Regional Coordination of Research, Extension, and Education submitted a proposal to 'Institute Multifunctional, Coordinated Programming for the Western Region.' I was not able to attend these meetings but it was reported to me that this proposal or concept paper had been presented to the meeting of all directors. A motion was introduced to accept the paper as a concept, and was accepted with only one dissenting vote. The charge was thrown back to the Ad Hoc Task Force to work out the details. With regards to process and procedures involved with the concept of integration, it was suggested that the WDA office in Ft. Collins be used (at least initially).

We are in the process of expanding the ad hoc task force. Originally it was comprised of a representative from ESCOP (Vicki McCracken, chair), ACOP (Rollin Abernethy), ECOP (Elwood Miller), and ICOP (Jan Noel/Jim Henson). It is proposed that the expanded group include Ron Pardini (past involvement with the concept), the current RIC chair, and the chair of Extension's Program Leadership Committee. A meeting is being planned for January in Ft. Collins or Denver to develop a plan of action.

As a point of information, a letter was sent out to agriculture deans in the Western Region from Kirvin Knox, Vice Provost for Agriculture and University Outreach, and Dean of the College of Agricultural Sciences at Colorado State University. This letter expressed a concern about the proposed effort, particularly that we might be duplicating activities already being done somewhere in the system. We will be inviting Kirvin to part of the Colorado meeting to discuss/clarify some of the concerns. Note that Kirvin had not been part of the discussions that took place in Hawaii.

ACTION REQUESTED: None

Submitted by Vicki A. McCracken

APPENDIX E

WDA AGENDA BRIEFMeeting Date: November 18, 1997Agenda Item: 11.1Presenter: R. D. HeilAgenda Item Title: Western Region Research Priority Setting

Background Information: _____

REGIONAL RESEARCH FOR THE FUTURE

THE FOLLOWING QUESTIONS ARE POSED AS A GUIDE TO GIVE DIRECTION TO THE WESTERN REGIONAL RESEARCH PROGRAM

- = THINK STRATEGICALLY
Are our RR programs problem statements or discipline interests?
- = ARE THERE UNIQUE STAKEHOLDERS IN REGIONAL RESEARCH?
Who are they? How do we identify?
- = WHAT ARE THE EXPECTATIONS OF REGIONAL RESEARCH?
When faculty return from a RR meeting-is there any local interactions Are local programs different as a result of a staff member's involvement in RR?
- = IS/SHOULD REGIONAL RESEARCH BE DRIVEN BY SCIENTIST'S INTERESTS OR CLIENTELE AND SOCIETY NEEDS?
- = WHAT IS THE ORIGIN OF OUR CURRENT RR PORTFOLIO?
 - Accident of history
 - A get together
 - Scientists sharing common interest
 - Specific problem driven
 - Top down driven
- = ARE WE POOLING EXPERTISE (synergy,complimentary) AND RESOURCES
- = IS THEIR A NEED TO PRIORITIZE RR AND USE OF RR FUNDS?
Are we doing the "right things" or is the emphasis on doing "things right"
There is a general view that we may have an excessive number of RR projects and the program is not focused on priorities.
- = HOW CAN WE BETTER UTILIZE RR AS A RESOURCE?
Impact state, regional, national needs.
Optimize shrinking resources in face of growing needs.
- = WHAT ANALYSES OF RR ARE NEEDED-IF ANY?
- = ARE WE DOING ENOUGH TO FOSTER MULTI-FUNCTIONAL ACTIVITIES?

APPENDIX F

WDA AGENDA BRIEF

Meeting Date: November 18, 1997
Agenda Item: 11.4
Presenter: H. P. Rasmussen
Agenda Item Title: GPRA
Background Information: _____

- 1- The Alternative to GRPA committee met on Monday, November 14, 1997 to begin deliberations on an alternative plan. The committee will continue its work on November 18 with a goal of a draft plan at the close of business.
- 2- The alternative plan will be shared with the directors as soon as possible assuming a consensus can be arrived at.
- 3- The State partners agree that it is necessary to be accountable but the planning and reporting structure must be simple and it must provide the information that will benefit the budget process without occupying the time of scientists and administrators in providing information that cannot be validated.
- 4- The planning process should be considered dynamic and subject to change as the system gets a clearer perspective of the intent of GPRA by all parties expressing an interest in the process.
- 5- CSREES and state planning should begin with the end in mind and make sure that the deliverable is useful at both the state and federal level.

APPENDIX G

WDA AGENDA BRIEF

Meeting Date: November 18, 1997
Agenda Item: 12.1
Presenter: L. J. Koong
Agenda Item Title: Arrangements for Spring Meeting
Background Information: _____

COLLEGE OF
 AGRICULTURAL SCIENCES
 Office of the Dean

November 10, 1997

MEMORANDUM

TO: Western Directors of Agricultural Experiment Stations and
 Liaison Representatives

FROM: Thayne R. Dutson, Dean and Director

SUBJECT: Spring 1998 WAAESD Meeting

The Oregon State University Agricultural Experiment Station would like to invite you to Newport for the 1998 Spring WAAESD meetings. RIC will meet Wednesday, March 18. The WAAESD meetings will be held from 8:00 a.m. Thursday, March 19 through 5:00 p.m. Friday, March 20.

A block of rooms has been reserved at the Shilo Inn, 536 S.W. Elizabeth, Newport, Oregon. The rooms will be held until February 25, 1998. Please make your own reservations by calling 1-800-334-1051. The rooms are identified as OSU/College of Agriculture-Western-Directors Meeting. The single room rate is \$64.00 per night, plus tax.

Newport is on the Oregon Coast, 114 miles from Portland, 92 miles from Eugene, or 56 miles from Corvallis. Shuttle service is not available, so you will want to rent a car at either the Portland Airport or Eugene Airport.

Please plan to stay over Friday night, March 20, for a special WAAESD 50th anniversary celebration program. Further details will be coming from the Executive Directors' Office.

If you have any questions, please call Kathy Marshall in my office (541) 7375815.