

WESTERN ASSOCIATION OF AGRICULTURAL EXPERIMENT STATION DIRECTORS  
AND  
UNITED STATES DEPARTMENT OF AGRICULTURE  
212 POST OFFICE BUILDING  
BERKELEY, CALIFORNIA 94701

OFFICE OF THE  
RECORDING SECRETARY

August 23, 1968

TO : Western Directors

FROM : Leo R. Gray, Recording Secretary *LRG*

SUBJECT: Minutes of the July 1968 Meetings of Western Directors

Minutes of the July 1968 Meetings are attached.

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Also attached is Supplement No. 1, Report to Western Directors by WDAL.

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MINUTES OF WESTERN DIRECTORS'  
Regular Summer Meeting

Rooms 224-226 Student Center  
Colorado State University  
Fort Collins, Colorado  
July 23-26, 1968

Call to Order  
and Attendance

Chairman Hervey convened the meeting on July 24, 1968 at 8:30 a.m. Those present during all or part of the meeting were:

R. K. Frevert	Arizona
C. F. Kelly	California
B. E. Day	California
E. G. Linsley	California
R. Jensen	Colorado
D. F. Hervey	Colorado
C. P. Wilson	Hawaii
J. E. Kraus	Idaho
R. D. Ensign	Idaho
J. A. Asleson	Montana
M. J. Burris	Montana
F. E. Price	Nevada
R. E. Ely	Nevada
P. J. Leyendecker	New Mexico
M. L. Wilson	New Mexico
G. B. Wood	Oregon
W. H. Foote	Oregon
D. W. Thorne	Utah
K. W. Hill	Utah
J. S. Robins	Washington
L. W. Rasmussen	Washington
N. W. Hilston	Wyoming
L. C. Ayres	Wyoming
M. T. Buchanan	Director-at-Large
N. D. Bayley	Director, Science & Education, USDA
H. W. Hjort	Director, PEPS, USDA
T. C. Byerly	CSRS
B. F. Beacher	CSRS
S. S. Wheeler	Director Emeritus, Colorado
L. H. Watts	Extension Director, Colorado
L. R. Gray	Recording Secretary

Introductions  
and Announcements

Byerly introduced Dr. Ned D. Bayley, the new Director of Science and Education, USDA.

Kelly introduced Dr. Boysie E. Day, the new Associate Director, California Citrus Research Center and Agricultural Experiment Station at Riverside.

Ely introduced Dr. Earl Price, Dean of Agriculture and Director, Agricultural Experiment Station at Nevada. Dr. Price is replacing D. W. Bohmont, who is on a 10-month leave of absence from Nevada.

Later, Hervey introduced Mr. Howard W. Hjort, Director, Program Evaluation and Planning Staff, USDA.

Still later, after a careful scrutiny by Ely, neophytes Day, Price, and Bayley were accepted into the Western Directors' Association by acclamation. (Note: This was the second "trip" for Price.)

Rue Jensen, CSU Vice President for Research, welcomed Western Directors to the University. He noted that CSU, established in 1870, was the first public institution of higher learning in the State, and that its enrollment will exceed 15,000 students in the fall of 1968. He also made arrangements for WD to indicate their choice of field trips, planned to run concurrently, to the following:

1. Physical Sciences: Atmospheric Science Laboratory, and Engineering Water Resources Research Center;
2. Biological Sciences: Collaborative Radiological Health Laboratory, U. S. Public Health Service Regional Ecological Investigations Laboratory, and Surgical Metabolic Laboratory.

Hervey appointed a Resolutions Committee consisting of G. B. Wood and M. L. Wilson.

Spring 1968  
Minutes

Suggested modifications or corrections of the Spring 1968 WD Minutes are:

1. Page 12, paragraph beginning with "Kelly," second sentence: Delete the words "an inflammatory."
2. Page 14, next to last sentence, beginning with "Buchanan," first line should be corrected to read: "Buchanan noted that Thackrey was a staff member of NASU&LGC."
3. Page 40, paragraph at middle of the page, beginning with "Burris," change statement to read: "Burris commented that the reason he voted against the motion was that it would mean a readjustment in the method of allocation of RRF."
4. Page 40, Item B, delete the words "in Hawaii."

Consensus of WD was to accept the Spring 1968 Western Directors' Minutes as modified or corrected.

Comments of USDA  
Representatives

Dr. Ned Bayley discussed some of the background that led to the recent appointment of an Ad Hoc Federal-State Relations Task Force to consider the organizational structure, functions and procedures affecting relations between USDA and SAES. (The background information included some of the exchange of communications between Arlon Hazen, Chairman of ESCOP; Secretary O. L. Freeman; and Dr. James H. Jensen, Chairman, Executive Committee, NASU&LGC.) He cited three objectives of this task force, namely:

- "1. To identify and review common and different responsibilities and objectives of USDA and SAES related to research programs; organizational arrangements; management patterns; funding plans, agreements and allocations; and other relevant matters.
- "2. To explore and analyze alternatives for increasing the productivity and improving the efficiency of all aspects of organizational relationships between the Department of Agriculture and the State Agricultural Experiment Stations.
- "3. To select and recommend the organizational rationale, areas of responsibility, instruments for cooperation and coordination, decision-making procedures for operations and developing policy and the organizational structure needed to carry out a mutually supported research program."

The membership of the Ad Hoc Task Force will include:

SAES

FEDERAL

C. M. Hardin, Nebraska, Co-Chairman	N. C. Bayley, USDA, Co-Chairman
M. T. Buchanan, WDAL	H. C. Knoblauch, CSRS
J. B. Kendrick, California	C. V. Kidd, FCS&T
G. M. Browning, NCRD	C. P. Heisig, ERS
D. Chambers, Louisiana	M. B. Dickerman, FS
T. W. Dowe, Vermont	T. W. Edminster, ARS
E. T. York, Jr., Florida	R. McGregor, BOB

Bruce Beacher will be the Secretary for this Task Force.

Bayley ranked this task force assignment next to the budget in priority of important things to be done this summer. The committee's first meeting will be August 5, and its report should be completed in time for the November 1968 LGC meetings.

Byerly - 1) A letter from Thackrey to Secretary of Agriculture, (dated March 11, 1968) transmitting recommended proposal for the FY '69 budget to be supported by NASU&LGC

indicated \$70,120,000 for Hatch and \$6,670,000 for McIntire-Stennis.

- USDA prepared two budgets for payments to States, one unrestrained and one restrained, as follows:

Payments to States	: Budget B : :Unrestrained*	: Budget A : : Restrained	: Change : : A as a % of B
Hatch	: \$70,120,000	: \$58,308,000	: 83
McIntire-Stennis	: 6,670,000	: 5,000,000	: 75

\* Recommended by Thackrey.

- Planning amounts are given by program element by PEPS. Within program elements, all funds were equitably treated. Hatch and McIntire-Stennis funds were decreased similarly according to program element.

- The budget-making process is based on program elements, but the package will be presented to Congress by Hatch and McIntire-Stennis funds.

- Instructions were that funds were not to be put back where they came from or to low priority areas, but rather to high priority areas.

- Henceforth, projections should show program costs. It isn't enough to say SAES will have unlimited program latitude. The 1970 budget is now in the planning stage.

Byerly agreed with Frevert that it is appropriate to increase within a low priority element area. The SAES has a right and responsibility to deviate from the Long Range Study.

## 2) Research Supported by Hatch and Other Federal Agency Grant Programs

Byerly distributed and referred to a letter from Coyt Wilson, dated 5/29/68, in which he expressed concern about the legality of a research program consisting of several projects and financed from several Federal funding sources. Byerly's response, regarding a grant from NIH and the use of Hatch Funds for a cooperative research project on agriculture, indicates that such joint support is acceptable under the following conditions:

- "a) That the program of research is agricultural research as defined in Section 2 of the Hatch Act; and

"b) That it is indeed cooperative with or under the administration of the State Agricultural Experiment Station or its Director so that cooperation is implicit."

Should the above conditions not hold, appropriate adjustments ought to be made.

Byerly noted such joint support of agricultural research involves about \$35 million in Federal funds from agencies other than USDA. Some of the money is under the control of the SAES Director. (At Colorado State University all of such funds are under Jensen's control.)

3) Byerly also distributed: a) An official record of "USDA Appropriations for Research and Education, Fiscal Years 1960 through 1968, and Budget Estimates, 1969;" b) A statement on the "Status of CRIS," dated July 12, 1968; c) A statement of "Accomplishments, 1961-1968 CSRS, Cooperating State Agricultural Experiment Stations and Forestry Schools;" and d) A digest of "Miscellaneous Items that may be discussed with the Directors at Regional Meetings."

#### Report of DAL

Buchanan handed out a "Report to Western Directors" - (See Supplement No. 1) - to each Director, and a "confidential" packet to each state. The latter handout pertained to facilities and SMY projections, and the materials contained therein are intended as guideline tools to facilitate planning and coordination of both SAES and USDA physical facilities and SMY program projections.

Byerly commented that facilities and SMY program planning may take separate paths but they ought to converge. When considering Federal facilities locations, increased emphasis is being placed on projected plans for scientific programs.

The final status of the FY '69 appropriations was not known as of the time of this WD meeting. However, indications from the President were that there will be a \$6 billion reduction in all Federal spending and lending below his original estimates for FY '69, and it will be necessary to restrict hiring until Federal civilian employment is reduced to the June 1966 level. Furthermore, with regard to resources in money and manpower, all decisions should be made in the light of agency-wide priorities.

Bayley commented that priority ratings ought to be considered as guidelines. The budget for agricultural research is about four percent of the USDA total. Controllable items will likely be most susceptible to budget



recisions. (It was noted that cotton and soybean earmarked funds would not be controllable.) USDA wants to provide as much opportunity as possible to carry out the decision in as judicious a manner as possible.

Regarding the prospects for having ARPC and/or the regional DAL's serve as a sounding board for assistance and negotiations on privy information pertaining to adjustments for future budgets, Bayley indicated such assistance may be called upon but not utilized, depending on the Secretary's office. The most useful guidance would be some understanding regarding criteria for benchmarks upon which some adjustments may be made on budget matters. The Office of Science and Education can put more specificity in its charges to ARPC and the DAL's as to what they would like to have and can use.

Byerly suggested the SAES Directors ought to become familiar with the whole area of priorities. A directive from the Secretary of Agriculture says somebody will determine priorities.

Bayley discussed a possible approach for arriving at priority ratings to be used as guidelines for budget adjustments. ARPC could be of substantial assistance on the matter of responding to the Secretary's instructions on making adjustments for the FY '70 budget.

Kraus noted that the Extension Service is exploring opportunities for additional Government funding from other than USDA sources, and he asked whether the State Experiment Stations were also doing this. In response, Bayley indicated this is being done at the University level.

Byerly - The Hatch Act has had a 20% marketing requirement in the aggregate since 1955. CSRS has applied this such that there can be tradeoffs among states, but in the aggregate the 20 percent requirement will be met.

In response to Hervey's query as to how to proceed on a zero increase projection, Buchanan suggested: 1) We could pull back from a 70 percent increase (plus the foreign elements) to a no increase context; and/or 2) we could look at a zero increase or a decreased budget.

Buchanan suggested the WD group might want to go through the exercise of SMY projections by incremental years to 1977 under the assumption of no increase in budget projections. He noted that priorities under a constraint of increased level of appropriations would be expected to differ from those under the constraint of a no increase level.

Byerly - If you decide to work in a new area you will have to allocate the money whether or not there is an increase of funds, even if it is at the expense of existing areas of work.

Later, Buchanan commented that to the extent we deviate from USDA priorities, it could have a cost.

Byerly - Bayley indicated a "fighting" position would allow a reasonable degree of flexibility in the aggregate in following the USDA priorities by program elements.

- It may be mid-September before we know what the FY '69 allotments will be, and shortly thereafter we will need the FY '70 budget estimate. We can't be too firm on the FY '70 estimate until we know the FY '69 base. The Senate version of the operating budget for FY '70 will use FY '69 as a base.

Buchanan asked whether WD had any objections to repeating the October 1967 exercise on a no increase basis. There was no response. He then pointed out that we need to establish guidelines toward which we will move on a no increase SMY projection to FY '77. (Note: The WD Minutes of October 1967 contain a 10-year projection within a 70% overall increase.)

Asleson - We might approach this from the point of view of no increase in SMY's and use this as a base upon which our projections can be based. This would show where we stand now, as of FY '68.

Buchanan - If we took FY '68, or a moving average as a base, then it would be a backward looking approach. If instead we look on FY '65 or '66 as a base we would get a different perspective.

Byerly - Should the public continue to increase funds for R & D, or maintain the current level of funding? We have a right to be optimistic and show the need and justification for an increase in R & D funds.

Buchanan - Is it fair to base projections for a no increase level on the reciprocal of the efforts generated at the October 1967 meeting? The consensus of WD was No!

#### 1. PPB and Related Activities

Buchanan - There is a difference between LRS and PPB. He stated that his "fighting position" would be to maintain the responsibility of the individual Station Directors. To maintain a continuum of priority considerations, however, we need some modifications of the 70% increase upon which the Long Range Study was based.

Buchanan outlined an approach to handle projections of priorities on a no increase concept. Tentative columnar headings for the outlined table were as follows:

	Projections		If no increase in SMY	
RPA:Percent of	:LRS % of	:SAES % of:	Immediate response:	Assuming time to
and:SMY in FY 66	:increase	:increase	: In-	De- :adjust, what % of
PE :for each SAES:	nationally:		:crease:Same:crease:	SMY would you allocate
:	:	:	:	:to each RPA and PE

[ Burris moved, M. Wilson seconded, that Western Directors give their approval for Buchanan to proceed in principle with his plan for a procedure and format to handle projections on a no increase level, if he deems it appropriate. Passed. ]

## 2. Physical Facilities and SMY Projections

Buchanan reviewed the status of the "confidential" packet of materials handed out to each SAES Director, and discussed plans for follow-up reviews with each Station.

## 3. Some Guidance from WD for Federal-State Relations Task Force

Buchanan invited some WD suggestions for the task force job. Some responses were:

- a. Consider the question of improved coordination with Federal laboratories such as Clay Center and the make-up of the USDA Advisory Committees.
- b. Approach the Executive Committee of NASU&LGC with the prospect of having the Association hire an overall DAL who might be stationed in Washington to facilitate continuous liaison with regional DAL's and serve in a staff position to ESCOP.
- c. USDA organization could be modified in some way to assure CSRS and SAES get improved cooperation from ARS.
- d. Do SAES have the latitude under the Hatch Act to manage how they report year end operations and expenditures to USDA?
- e. Most of us have agreed we should have an Assistant Secretary, rather than a Director, of Science and Education. This is on record for both WD's and ESCOP.

## Administration Concepts of PPBS and Cost Effective- ness

Hjort sought to apply PPE concepts to SAES programs at the Directors' level of administration. His presentation centered around three questions, namely:

- 1) What is a Program-Planning-Budgeting System?

2) Why would one want to establish a PPBS?

3) How would one establish a PPBS?

A summation of Hjort's remarks appear as APPENDIX A of this report.

Some of the comments and questions raised in conjunction with Hjort's presentation were:

PPB is a USDA system. Can the states (SAES) come up with a modified PPB that would complement rather than compete with USDA's PPBS? State and national priority ratings and objectives may not be compatible with one another.

PPB is a system of procedures designed to accomplish what the zero budget system sought to accomplish but failed. Studies in areas of productive efficiency research are not reaching and helping farm people in impacted areas, and thus may not be a preferred means of improving efforts to reach social goals and improve income distribution. PPBS enables us to examine how effective are our programs in terms of reaching desired social goals.

One of the problems faced by the State Experiment Stations is how to prevent obsolescence in agriculture which is one of our largest industries. Most of our SAES budgets come from state and other non-Federal funds, and are geared to enable our people in agriculture to remain competitive. Perhaps an issue is, should SAES continue to use public funds for this type of research?

WD Advisory  
Committees

C. P. Wilson referred to a report he brought to the 1968 Spring WD Meetings in which he suggested that WD consider an approach similar to the NCR committees. A total of 13 advisory committees, nine additional committees over the current four, were recommended in Wilson's memorandum.

Ely noted that some of the national task forces have been asked to react to regional research philosophy.

Bayley - Reports of the first four task forces have a preface indicating they are not budgetary documents, but rather reflect the opinions of a group of people and such opinions will be considered but not necessarily adopted by the decision makers.

- We hope to have all of the task force reports completed by January. APPENDIX B indicates the status, as of 7/15/68, of the 32 joint SAES-USDA Task Forces.

Dyerly - President Johnson, in his Glassboro memorial speech, suggested an international colloquium of scientists that would include those from USA, USSR and other nations.

Ensign suggests we defer action on additional advisory committees until we hear from reports of the national task forces.

Frevert requested this item (WD Advisory Committees) be on the agenda for the Spring Meeting in 1969.

Hervey suggested it be in each succeeding agenda until we act on it.

Beacher - Southern Directors have set up Ad Hoc Advisory Committees along parallel lines of the national task forces to the extent that they represent areas of regional interest.

#### ESCOP

Ensign - Minutes of the April 1968 ESCOP meeting have been distributed to all Station Directors. Some highlights of the meeting were:

1. SAES-USDA Task Forces - Some of the 32 task forces have completed their work; others are in the initial phases. Ten copies of each task force report will be mailed to each Station.
2. Remarks by Assistant Secretary Mehren - He was concerned about the Senate Budget Hearings and the strong viewpoints expressed about the privilege of Congress to earmark funds. Distribution of regional research funds came in for close scrutiny and the formula allocations were questioned. Dr. Mehren also pointed up the need by Congress for information about facilities projections.
3. Resolutions from ESCOP - As a follow-up of resolutions from the Western and North Central Regions, ESCOP passed a resolution that expressed their concern about administration of the reduction in Hatch funds for FY '68 under HJR 888 and especially about priorities for allocations without consultation of Station Directors.
4. Plant Patents - ESCOP met with officials of the Plant Seed Industry to consider their position on patents. They indicated they would introduce a new bill that would allow patenting of sexually-produced plants. (Now only asexually propagated plants are patented.)

Western Directors' ESCOP representatives should be kept abreast of the status of plant patents and breeders' rights concepts as well as positions and opinions of individual Directors.

5. Miller Bill, H.R. 75, and Senate Version S. 2952 -  
(National Institutes Grants Program)

Last fall, this bill didn't mention agriculture and related sciences. Since then, a substitute bill by Senator Young (S. 3232) has a statement which includes agriculture and related sciences in its wording. The House version, H.R. 75, still does not mention the agricultural sciences.

Bayley cautioned that areas now covered don't get hurt. The concept of the bill is fine, but there is a feeling that more thought should be given to the formula approach before the bill is acted upon.

6. New ESCOP Officers Effective after the November 1968 ESCOP Meetings will be:

Chairman	H. A. Keener, New Hampshire
Vice Chairman	C. F. Kelly, California
(Alternate Vice Chairman	G. B. Wood, Oregon)
Secretary	C. T. Wilson, Virginia

Federal-States Relations Task Force - ESCOP's position on the new Federal-States Relations Task Force is not known at this time.

Kelly raised a question about Buchanan and whether or not he represented Western Directors on the Task Force. He noted that only two ESCOP members are represented.

Hervey noted that ESCOP was one of the prime movers in the selection of this task force but ultimately it was a Land Grant and USDA operation in the selection of committee members. Presidents and SAES Directors were involved in the selection of the committee.

Buchanan commented that proposals for people to serve on this committee likely came to President Jensen from a variety of sources including ESCOP and WD. His feeling is that he represents Western Directors by virtue of the action of the Executive Committee of Western Directors.

ESCOP Legislative  
Subcommittee

1. Wood read an extract of Thackrey's Circular Letter No. 17, dated June 5, 1968. The Senate restored agricultural research and extension funds to the original FY '68 level prior to the recisions made as a result of PL 90-218. The Senate Bill provides for increase in funds to be used where necessary to maintain the Federal share of salaries on a basis comparable to those pay increases received by other Federal employees. CSRS asked for an increase and

the Department supported it but the Bureau of the Budget cut it out on grounds that the pay act did not cover co-operative SAES employees since they have no Federal employee status. Neither does it apply to State Extension employees even though they carry Federal appointments. Extension employees are covered by earmarked funds.

2. Research Project Definition - As noted in the ESCOP Minutes, (page 7, Item XIII), some stations are considering using a system of one project per man which probably would not meet the requirements for the definition of a research project that had been imposed on projects in the past.

3. Relation of Federal Government to Academic Science

Bayley - The Department is considering the extent to which the Federal Government should involve itself with universities in the development of academic science. The new Federal-State Relations Task Force will examine the extent to which universities are binding themselves to the missions and omissions of the Federal departments and the extent to which universities are being hindered in the development of their academic science program.

Thorne - SAES should be prepared to consider prospects for seeking additional sources of Federal funding.

- SAES could work through the Land Grant Colleges on avenues independent of USDA to seek additional sources of dollars. Whether ESCOP is the group to seek to influence the Land Grant College Presidents is open to question. This could parallel other efforts of NASU&LGC to seek additional sources of funding, both for overall research programs as well as for funding of SAES programs. The objective is to seek to influence NSF, NIH, and others as additional collaborating agencies to get more support for needed funds for research in desired areas of work.

Hervey suggested that Thorne meet with ESCOP representatives on this matter.

4. WD Resolution to ESCOP - Later, after ESCOP members met with Thorne, they recommended the following suggestions as guidelines for the WD members at the next meeting of the committee:

- a. We obtain and review the recommendations of the Senate of the NASU&LGC for national action affecting higher education especially as they relate to agricultural research.
- b. Recommend to ESCOP that a standing committee of ESCOP be charged with responsibility to review and report back to SAES Directors annual actions of the Senate of the LGC on agricultural research and related policy action.

- c. Maintain close liaison through the agricultural representative of the Executive Committee to the Senate, NASU&LGC. E. T. York, (Florida), is current agricultural representative on the Senate.
- d. Recommend ESCOP maintain close liaison with Federal agencies, other than USDA, and especially those "Other" Federal agencies which have programs related to agricultural sciences.

/Ensign moved, Wood seconded, that the above recommendations be approved by Western Directors. Passed./

5. Byerly noted the complimentary letter to Bruce Beacher from Director Horning for his efforts in working with Federal aspects of the regional research program.

Byerly questioned why the Legislative Subcommittee couldn't function as a standing committee to handle items set forth in the above recommendations.

Wood indicated the Legislative Subcommittee has concerned itself mainly with legislative matters but the scope of its mission charge is not clear.

#### 6. FY '69 Budget

Byerly reported on the Senate-House conference report that was passed on the morning of July 26. He noted total Hatch funds appropriated for FY '69 were \$52,945,000 and that the \$1,832,000 increase above available FY '68 funds is earmarked for pay cost comparability increases. The McIntire-Stennis appropriations were \$3,485,000, the same as appropriated for FY '68 but \$115,000 more available than in FY '68, and contracts and grants appropriations were \$2,000,000, the same as appropriated for FY '68 but \$200,000 above the amount available for allocation.

#### 7. Grant Funds for Graduate Fellowships

Authorization to seek grant funds appropriations for graduate research fellows in agricultural sciences was approved by the Agricultural Experiment Station Section at the Land Grant Meetings last November. However, this matter has not advanced further at this time.

#### Committee of Nine

Ely - The Committee of Nine took action on seeking a revision of the Manual of Procedures. The idea was to incorporate regional research philosophy in the Manual. The committee working on this was W. A. MacLinn of New Jersey; John Owen of Georgia; and W. F. Hueg, Jr. of Minnesota.



Ely - The philosophy of regional research was the main subject of the meeting at Newport, Oregon in June. Hervey and Duchanan were present at the meeting. The objective of the Newport meeting, as outlined in Director MacLinn's letter, was to outline and discuss alternatives for improving the organizational structure, functions and procedures for cooperative regional research and establish concepts for discussion at the regional associations of SAES Directors at their summer meetings. Assuming a new start on the regional research program, questions identified for consideration by all participants at the meetings, were:

1. What should be the purpose of regional research?
2. What is a definition that would distinguish regional research from other cooperative research efforts such as between Stations and between Stations and USDA research installations?
3. What should be the relationship of regional research to State, regional and national goals in agricultural research?
4. How should monies for regional research be apportioned?
5. How can regional research be structured to minimize administrative input?

Ely - The Committee of Nine decision was not to request discussion, because we did not have a uniform position by the Committee of Nine nor by regions, as to what policies and procedures should be recommended nationally. The Committee of Nine would like to see proposals set forth by the regional associations for consideration by the Committee of Nine.

- The North Central Region has taken the position of not adding new projects at this time, but rather intensifying areas of influence at four of the states.

Eyerly - Each State has provided Browning with at least one area in which they will concentrate and they have set a period of ten years to accomplish concentration in areas of excellence. Such area specialization would be a trend rather than a fixed objective. CSRS might establish a man to function as a coordinator for such areas of excellence or concentration.

C. P. Wilson - RRC did not act on this matter but they did recommend authorization of some areas of work that concern us. We are all somewhat uneasy with the pattern

of a collection of projects that we group together and call a regional project. It might be possible for us to arrange for some type of funding of projects of a loosely federated type without calling them regional projects and having to go through the regional procedure.

- Ely's report is something that should concern the whole group rather than RRC, per se. Western Directors could give RRC a charge to consider and make recommendations in this area.

Rasmussen - We often tend to drop such problems in the lap of RRC but they already have a sizeable load to carry. Perhaps we ought to put an ad hoc committee to work and devote all their effort to this matter of the philosophy of regional research and then submit their proposal to Western Directors for further consideration.

Bayley - While there is a wide range of opinion on this subject a big concern is the burden of administering regional research. It has been increasingly difficult to attract some of our best people to become more interested in regional research because of additional red-tape and restraints imposed upon them. If the necessity is great enough, let's try to come up with something meaningful in the way of a program even if it involves a need for legislative modifications.

Some Directors argued their best men were involved in regional research. There was also some question as to where were the administrative costs. In response to this, Byerly indicated some Administrative Advisers complain that a load of six projects or so is too heavy.

Beacher indicated some technical committees complain that their projects have been turned down after they have put a lot of time into preparing a project statement outline. Some argue we ought to have separate regional research funds divorced from Hatch funds, and handle them separately in the budget process; others argue they should be combined.

Price raised a question as to the necessity for administrative advisers to attend each technical committee meeting once the research gets underway as a matter of direct administrative input and cost.

Beacher - The presence of administrative advisers does provide some liaison between the technical committee and the administration of regional research as well as some representation of the Directors.

Frevert questioned why the Director at the station in which a technical committee meeting is being held can't substitute for the administrative adviser and thereby broaden his exposure to regional research.

Hervey - The mechanism we have for coordinating and providing for the continuance of regional technical committees is ponderous. Perhaps we should start looking at the possibility of a dichotomous approach to handling administrative burdens associated with the regional research program.

- Maybe some work in this area on the part of the Committee of Nine members rather than RRC would be in order since they will be the ones that will have to follow up with the proposals. On the other hand, would it be desirable to set up a special ad hoc committee?

Ensign expressed concern over so much talk of the negative aspects of regional research and felt that we should consider positive aspects as well. He indicated the advantages far outweigh the disadvantages we have on projects in the Western Region.

Eyerly pointed out that inertia is a problem that must be considered. For example, any project that has been supported for a long period of time, such as the one on Beef Breeding, deserves to be challenged. However, this does not mean the work area should be cut even if they can defend and justify their continuation.

Eyerly also noted that funds appropriated under the Hatch Act are only one year funds subject to annual review by the Committee of Nine and CSRS; and that priorities for such funds for existing versus new projects are taken for granted, but this is subject to challenge.

Buchanan - Administrative procedures might be more beneficial if SAES Directors would plan in advance what will be the area in which regional research funds and manpower will be invested from our point of view. We could then call into play various interrelationships and call upon technical committees to prepare project outlines in areas of work which we know in advance we will support.

Price indicated there must be some pipeline of ideas coming up from the scientists themselves in line with Buchanan's approach.

Hervey distributed copies of a letter to him from Buchanan, dated June 5, 1968, pertaining to the subject of regional research philosophy. It was noted that each of the 32 task force groups are supposed to come up with at least one prime area for regional research. It was noted that each of these groups may come up with more areas of work than can be handled with available resources.

WAERC

C. P. Wilson indicated WAERC is scheduled to meet in Bozeman, Montana, August 16-17, 1968.

WSWRC

Frevert - The Phosphate Work Group requests WD permission to hold another conference the week of March 20, 1969 at Bozeman, Montana. The phosphate industry has again contributed sufficient funds for travel to sponsor another conference.

/Frevert moved, Hill seconded, that WD approve of this meeting. Passed./

- WSWRC reviewed and evaluated several regional research projects and forwarded them with appropriate comments to RRC.

Discussion of this point brought out the fact that while the proposed project revisions were rated by WSWRC according to priorities of the Long Range Study, no new projects were submitted in high priority areas.

Ensign suggested each SAES review their Memorandum of Agreement with SCS as noted in M. E. Russell's letter to A. G. Hazen - (see Appendix ii of the Minutes of the ESCOP meeting in April 1968). It appears that someone should strive to set aside some funds for publication of some of the materials of the soil survey work area.

Hervey asked Ensign to look into this matter as a member of ESCOP and report back to WD.

WHEAL

No report.

WSSC

Wood noted that WSSC met in Denver, Colorado, April 11-12, 1968 with the support of Farm Foundation funds. The committee has: 1) Placed increasing emphasis on its role in social research; 2) Agreed to establish liaison with WAERC; and 3) Upon request, to provide some assistance in areas of social research to appropriate regional research technical committees.

/Wood moved, Leyendecker seconded, that the Western Social Science Committee (WSSC) hereafter be designated the Western Social Research Advisory Committee (WSRAC). Passed./

The Chairman of WSRAC will submit a statement on its functions and purposes to the Western Directors within the next two months.

ARPC

Frevert - Reports from task forces are now being reviewed by ARPC. The Western Region is fully involved in the task forces.

Some of the Western Directors suggested that ESCOP, RPDES, and the four DAL's might become involved in review of these task force reports.

1969 Collaborators'  
Conference

Three possible topics suggested by the Western Utilization Research and Development Division (WURDD) of ARS at Albany, California, for the 1969 Collaborators' Conference were:

1. Processing Mechanically Harvested Crops.
2. Pollution Problems in the Processing of Agricultural Products.
3. Impact of the Computer on Agricultural Research.

On the second round of balloting, the Western Directors indicated their first choice was Number 3, Impact of the Computer on Agricultural Research.

Treasurer's  
Report

Asleson reviewed the financial statements for the Director-at-Large, and WAERC Accounts. (See APPENDIX C.) He also indicated appropriate billings were being mailed to all Western Directors.

WD concurred with Asleson's request that they give their endorsement for a new name for the WAERC Account. (NOTE: The new name for this account is 'Western Directors' Special Fund.")

Forward Planning  
Committee

Frevort proposed that WD consider having something like a forward planning committee that could change each year. This committee might consist of the immediate past WD Chairman, and retiring members of ESCOP and the Committee of Nine. One of the functions of such a committee might be to work with the WDAL.

RRC Report

REPORT OF THE WESTERN REGIONAL RESEARCH COMMITTEE  
to  
WESTERN DIRECTORS

Fort Collins, Colorado  
July 23, 1968

Chairman C. P. Wilson called the RRC meeting to order at 8:35 a.m. on July 23, 1968. Those in attendance during all or part of the meeting were:

C. P. Wilson, Chairman  
E. G. Linsley  
L. C. Ayres  
M. J. Burris (Alternate)  
B. F. Beacher, CSRS  
M. T. Buchanan, WDAL  
D. F. Hervey  
R. E. Ely  
R. D. Ensign  
L. R. Gray, Recording Secretary

I. PERSONNEL ASSIGNMENTS

- A. Since Bohmont is on leave from his position at Nevada, RRC recommended and WD approved that his administrative adviser assignments be transferred as follows:

W-52, "Fundamental Biochemical and Biophysical Mechanisms Involved in Herbicidal Action" - Boysie Day.

W-77, "Interaction of Temperature with Other Factors on the Response of Canada Thistle to Herbicides" - Boysie Day.

W-103, "Performance of Permanent Press Garments in the Western Region" - Elmer Clark.

WHEAL - P. J. Leyendecker

- B. Currently, Administrative Adviser assignments are:

Alexander W-97, WM-33, WM-38, WM-47 and WM-55

Asleson W-48, W-68, W-85 and W-87

Ayres W-56, W-83 and WM-59

Burris W-78 and WM-48

Clark W-103

Day W-52, W-77 and Ad Hoc Modification  
of Plants

Ely W-46, W-93, W-98 and WM-57

Ensign W-40, W-58, W-61 and W-96

Frevert W-51, W-65 and WSWRC

Hervey W-38, W-81, W-89, W-99 and Ad Hoc  
Water Quality

Hill W-45, W-67, W-86, WM-53 and IR-4

Hilston W-57, W-91, W-94 and W-95

Jensen W-102

Kelly W-50, W-99 and WM-51

Kraus W-64, IR-1 and IR-2

Leyendecker	W-79 and WHEAL
Linsley	W-84, W-92 and Ad Hoc Codling Moth
Meyer	W-1
Pritchard	W-88 and W-100
Rasmussen	W-104 and WM-56
Robins	Ad Hoc Salinity Control
Thorne	W-66 and W-82
Wilson(C P)	W-54, WAERC and Ad Hoc Factor Markets
Wilson(M L)	W-6 and WM-54
Wood	WM-35, WM-52, WM-58, W-105 and WSRAC
Zivnuska	W-71 and WM-60

II. REVIEW OF INTERIM ACTIONS SINCE THE SPRING 1968 MEETINGS OF WD

A. W-1, "The Improvement of Beef Cattle Through the Application of Breeding Methods"

After considering the request for trust fund allocations by the W-1 Technical Committee, RRC recommends that this technical committee should have a project statement covering its 10-year review and a proposed revision available for review by RRC by the time of its spring meeting, February 16-18, 1969. This will enable RRC and WD to give further consideration regarding the future direction of this regional research project.

/Linsley moved, Ely seconded, that WD adopt this recommendation. Passed./

B. W-46, "Improving Productivity of Livestock Under Environmental Stresses"

This project syllabus was on the RRC agenda, but it was not received in time to take action at the 1968 spring meeting, so it was handled as an interim action.

RRC recommends that this project syllabus be approved as a revised area of work, and that the W-46 technical committee be authorized to prepare

a revised regional research project outline proposal in this area of work. RRC further recommends that Ely continue as Administrative Adviser.

/Linsley moved, Hill seconded, that WD approve this recommendation. Passed./

C. Ad Hoc Committee on "Codling Moth Control Program"

It was not feasible to call a meeting of interested SAES representatives in FY '68. Such a meeting is contemplated in October. Linsley is Administrative Adviser.

D. Ad Hoc Committee on "Implications of Changing Factor Market Structure for Procurement Strategies of Agricultural Producers"

It was not feasible to call a meeting of interested SAES representatives in FY '68. Such a meeting is contemplated in FY '69. C. P. Wilson is Administrative Adviser.

E. WM-44, "The Economics of Expanding Markets for Agricultural Products Through Promotion and New Methods of Utilization"

The WM-44 project terminated 6/30/68; however, the technical committee prepared a draft of a new project proposal to submit to WAERC for consideration at their August 1968 meeting. Representatives on the technical committee are hopeful they can get a project outline proposal to RRC in time for their 1969 spring meeting, and have it implemented effective 7/1/69. C. P. Wilson is operating as Administrative Adviser.

F. WM-56, "Cooperatives' Role in Dynamic Agriculture"

The Committee of Nine, at their meeting in April 1968, deferred approval of this project proposal, pending further development. There has been no further action on this project by RRC, but it is understood that the project outline will be modified and resubmitted. RRC recommends that the revised outline be submitted directly to the Committee of Nine. (WD concurred.) Rasmussen is the Administrative Adviser.



### III. RECOMMENDED TERMINATIONS

RRC recommends the following five regional research projects terminate 6/30/69:

W-52, "Fundamental Biochemical and Biophysical Mechanisms Involved in Herbicidal Action." Day is the new Administrative Adviser.

W-66, "The Formation and Properties of Soil Crusts." Thorne is the Administrative Adviser.

W-77, "Interaction of Temperature with Other Factors on the Response of Canada Thistle to Herbicides." Day is the new Administrative Adviser.

W-81, "The Economics of Water Transfer: An Appraisal of Institutions." Hervey is the Administrative Adviser.

WM-54, "Structure, Conduct and Performance of the Hay and Feed Grain Markets of the Western Region." M. L. Wilson is the Administrative Adviser.

/Linsley moved, Wood seconded, that Western Directors approve of the above terminations. Passed./

### IV. REQUESTS FOR EXTENSION - None

### V. PROPOSALS FOR REVISED OR NEW PROJECTS

General Comment:

RRC observed that the proposed syllabi generally didn't relate very well to other projects doing similar things. In all of the following cases preparation of revised project outlines should not be limited to members of the present technical committees but rather should include other interested personnel from SAES, both within and from outside the Western Region, and from Federal agencies. The proposed outline statements should show how the project relates to regional research concepts. In considering these proposed syllabi, RRC took into account the priority ratings of the research program areas into which the respective projects would fall.

#### A. W-51, "Factors Influencing the Flow of Subsoil Water in the Immediate Proximity of and Into Drainage Facilities."

RRC recommends that this project syllabus be approved as a revised area of work, and that the

W-51 technical committee be authorized to prepare a revised regional research project outline proposal in this area of work. RRC further recommends that Frevert continue as Administrative Adviser.

/Linsley moved, Leyendecker seconded, that Western Directors approve these recommendations. Passed./

D. W-64, "Identification, Etiology, and Control of Virus Diseases of Deciduous Fruit Trees."

RRC recommends that this project syllabus be approved as a revised area of work, and that the W-64 technical committee be authorized to prepare a revised regional research project outline in this area of work. RRC further recommends that Kraus continue as Administrative Adviser, and suggests that the regional approach be stressed so as to emphasize the regionality of the proposed project outline.

/Linsley moved, Ely seconded, that Western Directors approve these recommendations. Passed./

C. W-67, "Water-Soil-Plant Relations."

RRC recommends that this project syllabus be approved as a revised area of work, and that the W-67 technical committee be authorized to prepare a revised regional research project outline proposal in this area of work. RRC further recommends that Hill continue as Administrative Adviser.

/Linsley moved, Leyendecker seconded, that Western Directors approve these recommendations. Passed./

D. W-68, "Measurement, Prediction and Control of Soil Water Movement."

RRC recommends that this project syllabus be approved as a revised area of work, and that the W-68 technical committee be authorized to prepare a revised regional research project outline proposal in this area of work. RRC further recommends that Asleson continue as Administrative Adviser.

/Linsley moved, Leyendecker seconded, that Western Directors approve these recommendations. Passed./

E. W-82, "Soils, Pesticides and the Quality of Water."

RRC recommends that this project syllabus be approved as a revised area of work, and that the

W-82 technical committee be authorized to prepare a revised regional research project outline proposal in this area of work. RRC further recommends that Thorne continue as Administrative Adviser.

/Linsley moved, Leyendecker seconded, that Western Directors approve these recommendations. Passed./

F. W-83, "The Nature and Inheritance of Fusarium Rot Resistance in Beans."

RRC recommends that this project syllabus be approved as a revised area of work, and that the W-83 technical committee be authorized to prepare a revised regional research project outline in this area of work. RRC also recommends that the revised outline be prepared so as to indicate a three-year project that will terminate as of 6/30/72, since the revised project would be based on work already underway with some modification. RRC further recommends that Ayres continue as Administrative Adviser, and suggests that plant geneticists ought to be involved in the write-up and work on the project, as well as plant breeders.

/Linsley moved, Ely seconded, that Western Directors approve these recommendations. Passed./

G. W-84, "Evaluation and Augmentation of Biological Control Agents to Replace or Supplement the Use of Pesticides."

RRC recommends that this project syllabus be approved as a revised area of work, and that the W-84 technical committee be authorized to prepare a revised regional research project outline in this area of work. RRC also recommends that the title be modified to indicate its relationship to environmental control aspects and the emphasis of the proposed objectives. RRC further recommends that Linsley continue as Administrative Adviser.

/Linsley moved, Robins seconded, that Western Directors approve these recommendations. Passed./

H. W- , "Salinity Control and Management of Drainage Waters in Irrigated Agriculture."

RRC recommends that this project syllabus be approved as a new area of work and that Robins be designated as Administrative Adviser to organize an Ad Hoc Committee to prepare a regional research project outline proposal in this area of work.

/Linsley moved, Leyendecker seconded, that Western Directors adopt these recommendations. Passed./

I. W- , "Modification of Plants and Plant Communities by Herbicides at Levels which Pollute the Environment."

RRC recommends that this project syllabus be approved as a new area of work, and that Boysie Day be designated as Administrative Adviser to organize an Ad Hoc Committee to prepare a regional research project outline proposal in this area of work. RRC further suggests that the Administrative Adviser see that the proposed project outline include a review of accomplishments of regional research projects W-52 and W-77.

/Linsley moved, Wood seconded, that Western Directors adopt these recommendations. Passed./

VI. REVISED REGIONAL RESEARCH TRUST FUND ALLOCATIONS

RRC recommends approval of the following trust fund allocations for fiscal year 1969, in addition to those amounts approved at the 1968 spring meeting of Western Directors.

A. W-1 \$25,000 to Arizona

B. W-6 \$18,150 to Washington

RRC also recommends that if a sufficient increase in RRF is made available to the Western Region, these should be allocated as trust funds to SAES concerned in the above amounts for W-1 and W-6 in fiscal year 1969. Otherwise, RRC recommends that each participating WAES deduct a proportionate amount (comparable to their proportion of RRF allocations) from off-the-top of their base station RRF allocations sufficient to cover the above amounts as trust funds in FY '69.

RRC notes that Western Directors considered prospects for a continuing commitment of regional research funds for support of these projects in subsequent years might be implied by these recommendations, but no action is required at this time.

/Linsley moved, Ely seconded that the above recommendations be adopted by Western Directors. Passed./

The W-RRF Administration Project is hereby assigned the number W-106.

RRC reaffirms the recommendation previously approved by WD at their 1968 spring meeting, and again recommends WD approval of the \$4,000 increase for WM-48,

and \$4,560 increase for W-106 (W-RRF Administration) over and above the FY '68 levels as follows:

C. WM-48, \$4,000 increase (to \$14,000) to Montana.

D. W-106, \$4,560 increase (to \$14,500) to Montana.

RRC further recommends that if sufficient funds from an increase in RRF allocation to the Western Region are made available, such funds should be allocated to SAES concerned to cover the above as trust funds for WM-48 and W-106 in FY '69. Otherwise, RRC recommends that each participating WAES deduct a proportionate amount from off-the-top of their base station RRF allocations sufficient to cover the above amounts as trust funds in FY '69.

/Linsley moved, Leyendecker seconded, that Western Directors approve the FY '69 trust fund allocations for WM-48 and W-106 as recommended by RRC. Passed.

E. W-97, "Assessing Big Game Management Alternatives Through Bio-economic Models."

RRC recommended that trust funds to cover computer expenses not be allocated for W-97 in FY '69. RRC noted that arrangements could be made among Directors concerned for the handling of these costs. The Recording Secretary was instructed to so notify the Administrative Adviser - Alexander.

## VII. MISCELLANEOUS ITEMS

### A. Identification of Range Management Problem Areas in the Long Range Plan

RRC considered this problem and notes there is a procedure for seeking a specific modification of RPA structure, namely by submitting a recommendation to ARPC. It should also be noted, however, that chances for modification of range management identification in the Long Range Plan might be better via the task force approach rather than through seeking a reclassification of RPA's. No action required.

Hervey noted Wayne Cook is working on specific proposals to accommodate Bohmont's motion, as adopted by WD (see Page 7 of WD Minutes of October 1967 Meeting).

B. Distribution of Technical Committee Minutes

RRC notes that it is WD policy that Administrative Advisers send notices of the date and place of authorized meetings of their technical committees and/or subcommittees to Western Directors as well as to the technical committee members.

In addition, RRC recommends that similar notices be sent to CSRS. No action required.

C. Committee of Nine Recommendations for Allocations of FY '69 RRF

C/9 adopted a procedure for allocation of FY '69 RRF, and a policy for project proposals, revisions and extensions - see APPENDIX D. No action required.

D. Interregional Travel Policy by Technical Committee Representatives

The consensus of RRC was there is no particular reason to change existing travel policy as noted in WD Minutes of Spring 1967, page 21, and Spring 1968, page 44.

During discussion of this subject it was suggested that Administrative Advisers might report to each SAES Director involved, as soon as possible, that one of his men has been elected to represent the technical committee at a meeting outside the region. This would facilitate the early transmission of information to the SAES Director; thereby enabling him to have time to include such expenses in his budget plans. It was also suggested the man representing the technical committee ought not be sent from the same station each time. It was further suggested that CSRS representatives could perform more of a liaison function for similar committees in different regions rather than send SAES men among regions.

Beacher commented there is enough flexibility in the RRF Administration Project (W-106) to facilitate coverage of such expenses from off-the-top of regional funds.

E. Regional Research Policy

RRC considered this subject, but deferred action on grounds that such policy matters ought to be brought before the full body of WD for consideration.

WD agreed to consider this subject as an agenda item for the fall 1968 WD Meetings.

Nominations for  
1968 Elections

Chairman Hervey appointed RRC as the Nomination Committee for designating a slate of officers for the 1968 elections at the LGC meetings. The report of the Nominating Committee for the 1968 elections is as follows:

WD Chairman, 1 yr.	Kraus
WD Vice Chairman, 1 yr.	Hervey
WD Secretary, 1 yr.	Linsley
RRC, 3 yrs.	Burris
RRC, 2 yrs.	Ayres */
RRC, 1 yr.	Linsley */
RRC, Alternate, 1 yr.	M. L. Wilson
C/9, 3 yrs.	Hill
C/9, 2 yrs.	-
C/9, 1 yr.	Leyendecker */
C/9, Alternate, 1 yr.	C. P. Wilson
ARPC, 2 yrs.	Frevert
ESCOPE, 3 yrs.	Asleson
ESCOPE, 2 yrs.	Wood */
ESCOPE, 1 yr.	Kelly */
ESCOPE, Leg. Subcommittee, 3 yrs.	-
ESCOPE, Leg. Subcommittee, 2 yrs.	Wood */
ESCOPE, Leg. Subcommittee, 1 yr.	Ensign */
ESCOPE, Marketing Subcommittee, as needed	Zivnуска
WDAL, continuing	Buchanan */
Recording Secretary, continuing	Gray */

\*/ Those continuing in office in terms specified from a previous election.

/Ensign moved, Ely seconded, for unanimous approval of the slate of nominations submitted by the Nominating Committee. Passed.

Future Meetings

Fall 1968 - NASU&LGC Meetings in Statler-Hilton Hotel, Washington, D. C., November 10-13, 1968. WD will meet Monday, November 11, 1968, at 7 p.m. for an evening session. If needed, WD will meet again either Tuesday a.m. or Wednesday afternoon.

Spring 1969 - WD's will meet in Hawaii the week of February 16, 1969. WD's will meet February 19-21 and RRC will meet February 16-18.

Summer 1969 - The next summer meetings will be in Bozeman, Montana, July 22-25, 1969. RRC will meet on the 22nd.

Summer 1970 - Hill invited the Western Directors to meet in Utah the summer of 1970.

## Resolutions

Wood presented the following resolutions which were adopted by Western Directors:

### No. 1

Western Directors adopted a resolution of appreciation for the statements by Dr. Ned Dayley and Mr. Howard W. Hjort regarding regional research funds appropriations and research priorities. Copies of the resolution sent to Messrs. Dayley and Hjort are on file with members of the WD Executive Committee, WD Recording Secretary, and WDAL.

### No. 2

WHEREAS, Mr. Howard Hjort, Director, Planning Evaluation and Programming Staff, Office of the Secretary, United States Department of Agriculture presented a half-day seminar on "Programming, Planning and Budgeting at the Experiment Station Level" at the summer meeting of the Western Association of Agricultural Experiment Station Directors; and

WHEREAS, this discussion proved to be a most informative, stimulating and constructive review of the PPB program and contributed substantially to a better understanding of the PPB program and its application to state research programs;

THEREFORE, BE IT RESOLVED, that the WAAESD express its appreciation to Mr. Hjort for this contribution to our program and also express to the Secretary of Agriculture its appreciation for making Mr. Hjort available for this helpful discussion; and

BE IT FURTHER RESOLVED, that the Chairman of WAAESD transmit copies of this resolution to Mr. Hjort and to Secretary Freeman.

### No. 3

WHEREAS, Dr. Alfred M. Boyce has recently retired after forty years of service to the University of California, Riverside; and

WHEREAS, Dr. Boyce has served during this period on the Riverside Campus with Distinction as Chairman of the Department of Entomology, Director of the Citrus Research Center and of the Agricultural Experiment Station, and as Dean of the School of Agricultural Sciences;



THEREFORE, BE IT RESOLVED, that the WAAESD express to Dr. Boyce its grateful appreciation for his outstanding contribution to agriculture and to agricultural research and direct that an appropriate certificate of recognition be prepared and presented to Dr. Boyce at an appropriate occasion; and

BE IT FURTHER RESOLVED, that the WAAESD convey to Dr. and Mrs. Boyce its warm greetings and an expression of its hope that the years ahead will be as enjoyable and rewarding as has been our association with these friends over the years.

No. 4

WHEREAS, the WAAESD, and CSRS representatives, have completed a very successful and enjoyable summer meeting; and

WHEREAS, the arrangements made for the group, their wives and children were excellent, including hospitality at the home of Dr. and Mrs. Jensen, the barbecue at Horsetooth Reservoir and the dinner at the Student Center, the special programs for the wives and children, and the luncheon sponsored by the executive deans of CSU; and

WHEREAS, the transportation arranged for the members and their wives from Denver to Fort Collins and return was excellent in all respects; and

THEREFORE, BE IT RESOLVED, that the WAAESD and the CSRS representatives at their meeting July 23-26, 1968 at Fort Collins express their sincere appreciation to: Dr. Rue Jensen, Vice President of Colorado State University and Director of the Agricultural Experiment Station; Dr. Don Hervey, Associate Director; their staff and wives for their special efforts, hospitality, and planning of the splendid meetings and making our visit to Colorado a most enjoyable experience.

(This resolution was adopted by acclamation.)

No. 5

Mrs. Agnes Faye Morgan, the first woman representative on the Committee of Nine, passed away July 21, 1968; this resolution instructs the Secretary to write an appropriate letter in recognition of her services.

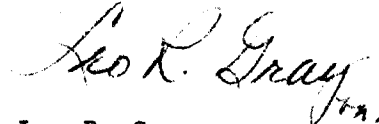
No. 6

Director Emeritus Forbes died in April 1968. This resolution instructs the secretary to prepare an appropriate letter in recognition of his services.

Adjournment

The meeting adjourned at 2:40 p.m. on July 26, 1968.

Respectfully submitted,

A handwritten signature in cursive script that reads "Leo R. Gray". The signature is written in dark ink and is positioned above the printed name and title.

Leo R. Gray  
Recording Secretary

APPENDIX A  
ADMINISTRATION CONCEPTS OF PPBS  
AND COST EFFECTIVENESS \*/

Hjort gave a special presentation to WD on the subject of applying program planning and budgeting concepts to state agricultural experiment station programs at the Directors' level of administration. He divided his presentation into three question areas.

1. What is a PPE system?
2. Why would one want to establish a PPBS?
3. How would one establish a PPBS?

Some preliminary comments made by Hjort indicate:

1. Those who choose to operate outside the PPBS may find it increasingly difficult to compete for funds.
2. Currently, most SAES budgets are arrived at on the basis of desired and needed adjustments to a given base level of operations.
3. The PPE process should be a continuous process of evaluation and analyses of various parts of the total program throughout the year, rather than a one-shot type of deal that occurs about two months out of the year (a continuous process enables you to find out how well you are accomplishing your objectives).
4. PPBS requires staffing adjustments to accomplish the PPE process. The additional manpower resources required facilitate one's ability to have more of a forward looking concept of PPE. The PPE staff is continuously working on one or more issues. An example of an issue is, should we continue to invest public funds in research designed to increase agricultural production capacity? This could involve consideration of the whole question of limiting payments to agricultural producers. In almost all proposals considered, who the beneficiaries are and where they are located on the income distribution scale underlie issues of the various programs.
5. The PPE process flushes out the major problem areas and thus enables them to be worked on now, and it also earmarks potential problems so that they may be worked out before they get out of hand.

WHAT IS A PPBS?

PPBS is a comprehensive effort to improve the effectiveness of Government programs. It is primarily a means of encouraging careful and explicit analysis of Federal programs. The Department of Agriculture is working

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\*/ Summary of statements by Howard Hjort, Director, PEPS, USDA, presented at the Summer meeting of the Western Association of Agricultural Experiment Station Directors, at Colorado State University, Fort Collins, July 25, 1968.

towards a full-fledged PPD System. The characteristics of a full-fledged system are:

- a. The scope is comprehensive; it is designed to cover all activities in which the Department is involved.
- b. Conceptually the system is supposed to operate at all decision levels.
- c. The system includes the three basic processes that any system needs, namely: Planning, management control and operation control processes - but the planning process is central. The planning process involves the determination of objectives, the evaluation of alternative courses of action and authorization of a plan of action.
- d. It has an approved long range plan of action complete with targets, a pre-determined scheduled showing what it takes to reach each target and a program attainment reporting system to let us know if we are on schedule; and
- e. It involves continuous analyses defined to modify the plan of action as we find ways in which our objectives can be more effectively accomplished.

The focus of PPD is on missions (goals or objectives), rather than on agricultural lines of activity or functional processes.

A program in the PPD structure consists of a package of technical, financial, research, extension, out-reach, and other activities combined to work together to reach given missions (goals or objectives).

Planning is concerned with evaluation of cost effectiveness and efficiency of alternative program efforts for achieving program goals. The first step is the definition of specific quantitative objectives that contribute to attainment of goals. The second step is the specification of alternatives for achieving defined objectives. The final step in planning is the determination of the proper balance of program effort between and within these groups of alternatives. This requires analyses and criteria for measuring cost effectiveness and efficiency of alternative program efforts. Basic concepts for this work are derived from the economics, statistics and systems analysis fields. The analyses are applied to the total program inputs not just to the incremental budget requests. Cost-benefit analysis is but one of the many techniques used in PPBS.

#### WHY WOULD ONE WANT TO ESTABLISH A PPBS?

USDA has been able to document the magnitude of some problems. For example, PPD enabled us to document that over 48 percent of substandard housing was in rural areas and was highly correlated with low income. Priorities for additional Federal funds for research over and above current expenditure levels tend to be given to non-traditional areas of agricultural research.

Priority ratings and objectives of states would likely differ from those on a national level. However, such national priorities and objectives would likely be a summation of those from the aggregate of the states. PPDS enables us to examine how effective our programs are in terms of reaching desired social goals.

#### HOW WOULD ONE ESTABLISH A PPDS?

- a. Get some staff resources to work on it and establish a staffing pattern.
- b. Get each agency to see that they have staff capabilities to carry out their share of the program. The philosophy of PPD is not just a centralized system of decision-making, but rather is to get the involvement of subordinate organizational units. Such staff members in agencies would report directly to their agency (or organizational unit) level administrator.
- c. Develop a program structure that is mission (goal, objective) oriented (in pyramid fashion). You might ask what do we do? Why do we do it? How are we doing it? Ask each agency to review and identify their programs and write out specific manageable aspects of their program. Then, group programs according to common elements and subsequently according to broader objectives. This is a time-consuming process. USDA has gone through at least three basic structure revisions since the first one. We now have four major missions, namely:
  - 1) Income and abundance (the focus is on the agricultural industries; the target group is farmers).
  - 2) Growing nations - new markets (programs with an international orientation).
  - 3) Dimensions for living (this is people oriented).
  - 4) Communities of tomorrow (this primarily has a rural orientation; it focuses on non-metropolitan communities). Presently there are 18 sub-categories-independent program packages-and about 160 program elements.
- d. After program structure you get into the meat of the process; it operates on a yearly cycle. Program planning task forces are assigned to review PPD materials and formulate programs. PPD staffs prepare materials for task force review:
  - 1) Major program issues (usually short-term studies).
  - 2) Special studies that require detailed analyses and take more time to come up with appropriate answers (usually studies that take a year or so).

- 3) Continuing studies (these are usually multi-year studies).
- 4) Program memoranda.

These task forces are chaired by an Assistant Secretary (or an equivalent). Members are agency administrators or their spokesmen. These papers identify program issues, quantify them and suggest some alternative courses of action. The task forces cut across organizational as well as Assistant Secretary lines. They function to make detailed reviews of materials prior to submission to the Program and Budget Review Committee.

The Program and Budget Review Committee is chaired by the Under Secretary, and its members consist of the Assistant Secretaries (or their equivalents). The Program and Budget Review Committee makes the final review prior to submission to the Department's Secretary.

After final Department clearance by the Secretary, the program recommendations are submitted to the Director of the Bureau of the Budget.

Closing the loop via a reporting system once the decision has been made to go ahead with a program, lets you know how the target goals are being achieved. The reporting system feeds information back for evaluation and analysis to help ascertain whether or not the program is being effectively accomplished and affects the subsequent year's program.

A program memorandum is prepared at the sub-category level and contains the Secretary's recommendations for the program elements in that sub-category. About 90 man years are involved in PPD. About 30 are on the PEP staff. In total, about 30 professional man years are involved, the balance are clerical.

#### RESEARCH EVALUATION

As researchers, we would like to be able to use something to which we can apply measured benefits. The question has been asked, can you evaluate research? We feel the answer is yes. Some work has been done in USDA but the methodology hasn't been firmed up. You don't have to get to the division of research responsibilities for carrying out the research program until you have agreed on what has to be done.

1. We can proceed to develop capability inside the Department to do hard-nosed evaluations as to what to do. (e.g., within ERS, forestry, etc.) We don't have to raise questions as to Federal versus State until we get to that stage. However, analysis of such questions would likely be on a national viewpoint and could cover up regional or state priority concepts.

2. Another alternative is for each state to develop in-house capabilities. Don't be too constrained by the USDA structure or even the 91 research problem areas. Look at the structure needed to meet the mission needs of your state. Sometimes the objectives and procedures for state versus regional or national purposes are incompatible. It may be necessary to reconsider USDA's research structure.
3. If SAES want to pool funds for a group of good analysts they wish to send to Washington, they could have desks alongside PEPS analysts and other agency analysts. Then when issues arose the staffing would be greatly enhanced. (The SAES analysts could consider issues from a sub-national point of view.)

The decision as to what to do is separable from who is to do it. Hjort indicated that he has seen no research cost-benefit studies so far that should be brought to bear on research decisions.

APPENDIX B

JOINT SAES - USDA TASK FORCE STATUS

Reports finalized and accepted by ARPC - 4

Forestry  
Soybean  
Food and Nutrition  
Remote Sensing

Drafts approved by ARPC - reports being finalized - 4

Cotton  
Farm Labor and Mechanization  
Pollution in Relation to Agriculture  
Weather Modification

Drafts nearing completion - 9

Rural Development and Family Living  
Swine  
Beef  
Dairy  
Food Safety  
Forage, Range and Pasture  
Poultry  
Peanuts  
Tobacco

Initial meeting held - drafts being prepared - 7

Natural Beauty and Ornamental Horticulture (May 22)  
Wheat and other Small Grains (June 4)  
Sheep and other Animals (May 27)  
Marketing and Competition (June 10)  
Foreign Aid and Market Development (June 12)  
Other Oilseeds (July 8)  
Farm Management, Prices and Income (July 11)

Initial meeting scheduled - 5

Vegetable (July 30)  
Water and Watersheds (August 12)  
Soil and Land Use (August 14)  
Corn and Grain Sorghum (August 20)  
Insects Affecting Man, Bees and other Pollinating Insects (September 4)

Organized and initial meeting being planned - 3

Sugar  
Fruit  
Rice

July 15, 1968  
RPDES



APPENDIX C

TREASURER'S REPORT

Page 1

Financial Statement  
Director-at-Large Account

(To cover period  
July 1, 1967 - June 30, 1968)

Receipts:

Prorata share carryover	7/1/67	\$26,157.72
Western Directors Fund	7/1/67	2,140.00

From states:

Arizona	\$ 3,472.91	
California	1,930.29	
Colorado	4,728.18	
Hawaii	1,715.53	
Idaho	2,845.28	
Montana	3,180.01	
Nevada	1,715.54	
New Mexico	1,924.74	
Oregon	1,302.65	
Utah	3,389.22	
Washington	4,728.18	
Wyoming	<u>769.75</u>	
	\$31,702.28	<u>\$31,702.28</u>
		\$60,000.00

# APPENDIX C

## TREASURER'S REPORT

Page 2

### DIRECTOR-AT-LARGE ACCOUNT

FY 1967	\$ 6,549.99	(Buchanan Salary)	
	<u>7.5%</u>		
	\$ 491.25	Escrow	\$ 491.25
FY 1968	\$26,199.96	(Buchanan Salary)	
	<u>7.5%</u>		
	\$ 1,964.99	Escrow	\$1,964.99
			\$2,456.25 Total Escrow

\*\*\*\*\*

Balance Montana :	\$ 8,815.13
Balance California:	<u>5,966.83</u>
Total Balance :	\$14,781.96
To Escrow	<u>2,456.25</u>
	\$12,325.71 Balance to be prorated to states.

State	% Assessment Rate	Annual Assessment	Prorate Carryover	Due for 1968-1969
Arizona	8.3	\$ 4,980	\$ 1,023.04	\$ 3,956.96
California	16.3	9,780	2,009.10	7,770.90
Colorado	11.3	6,780	1,392.80	5,387.20
Hawaii	4.1	2,460	505.35	1,954.65
Idaho	6.8	4,080	838.15	3,241.85
Montana	7.6	4,560	936.75	3,623.25
Nevada	4.1	2,460	505.35	1,954.65
New Mexico	4.6	2,760	566.98	2,193.02
Oregon	11.0	6,600	1,355.83	5,244.17
Utah	8.1	4,860	998.38	3,861.62
Washington	11.3	6,780	1,392.81	5,387.19
Wyoming	6.5	3,900	801.17	3,098.83
Total	100	\$60,000	\$12,325.71	\$47,674.29

↔  
\$60,000

# APPENDIX C

## TREASURER'S REPORT

Page 3

### DIRECTOR-AT-LARGE ACCOUNT

Balance 7/1/67 . . . . . \$ 2,114.30

#### Receipts:

Arizona	\$ 3,472.91
California	1,930.29
Colorado	4,728.18
Hawaii	1,715.53
Idaho	2,845.28
Montana	3,180.01
Nevada	1,715.54
New Mexico	1,924.74
Oregon	1,302.65
Utah	3,389.22
Washington	4,728.18
Wyoming	<u>769.75</u>

\$31,702.28

\$ 31,702.28

Total Receipts. . . . . \$ 33,816.58

#### Disbursements:

Regents of California	12/1/67	\$ 5,000.00
" "	1/3/68	5,000.00
" "	1/30/68	5,000.00
" "	2/28/68	5,000.00
" "	3/27/68	5,000.00
Telephone (Buchanan)	8/22/67	<u>1.45</u>

\$25,001.45

- \$ 25,001.45

BALANCE 6/30/68

\$ 8,815.13

(To ESCROW

\$ 1,964.99)

# APPENDIX C

## TREASURER'S REPORT

Page 4

### WAERC ACCOUNT

Carryover 7/1/67 . . . . . - \$ 1,066.58

#### Receipts:

Alaska	\$ 55.00
Arizona	302.50
Colorado	550.00
Hawaii	55.00
Idaho	385.00
Montana	330.00
Nevada	55.00
New Mexico	302.50
Oregon	550.00
Utah	220.00
Washington	770.00
Wyoming	<u>165.00</u>

\$3,740.00

\$ 3,740.00

\$ 2,673.42

#### Disbursements:

Expense Account, R. D. Ensign to Was	
Washington, D. C.	\$ 331.39
Expense Account, R. D. Ensign to	
Washington, D. C.	<u>309.55</u>

\$ 640.94

Economic Research Service (Gray)	<u>\$1,200.00</u>
----------------------------------	-------------------

\$1,840.94

\$ 1,840.94

Balance in Fund 6/30/68

\$ 332.48

## APPENDIX D

Committee of Nine Meeting  
April 9-11, 1968

### RECOMMENDATION FOR ALLOCATION OF FISCAL 1969 REGIONAL RESEARCH FUNDS

- (1) In May the Committee of Nine will request from each State station Director recommendations of funds by approved project.
- (2) The base total for each station will be the same as for fiscal 1968 plus a proportionate addition resulting from the increase in the 1969 budget.
  - (a) Trust funds are not a part of a station's 1968 base.
  - (b) Proportionate adjustments in each station base total will be made to compensate for changes in trust funds within each region.
- (3) CSRS will prepare an RRF project allotment schedule based on recommendations of the Committee of Nine by July 1, 1968.
- (4) With the exception noted below, allocation to Regional Research projects by PROGRAM ELEMENT (PE) in fiscal 1969 will be as consistent as possible with the projected increases in program recommended in A NATIONAL PROGRAM OF RESEARCH FOR AGRICULTURE. Exception: Certain RPA's in PE of lower priority were recommended in the Long-Range Study for above-average expansion. A regional project in such an RPA will be considered to be in high priority in the same manner as those in high priority PROGRAM ELEMENTS. Further, where, in the judgment of its sponsors, a new RRF proposal in an RPA of low priority is urgently needed it may be considered for funding.

### PROJECT PROPOSALS, REVISIONS, AND EXTENSIONS

The Committee of Nine believes that regional research projects must be adequately financed or not be approved for allocation of any regional research funding.

New or revised regional research projects will only be approved by the Committee of Nine when the title, objectives, and procedures clearly show that significant progress in the research plan can be completed in five years or less.

Upon recommendation of the Regional Directors Association justification for extension beyond the five-year period will be considered by the Committee of Nine. When a project has been terminated and it is desirable for scientists to meet and discuss results and new areas of research, regional research coordination projects are available for these purposes.

Prior to the termination of an active project, a regional research proposal involving a new, or the same general problem area, may be submitted by the technical committee, and if approved by the Regional Directors Association, the proposal will be placed in equal competition for approval for funding with all other new regional research proposals being considered by the Committee of Nine.

SUPPLEMENT NO. 1

REPORT TO WESTERN DIRECTORS

by

Mark T. Buchanan  
Director-at-Large

Western Association of Agricultural  
Experiment Station Directors

July 24-26, 1968

1. Titles of OWDAL's and other significant communications since the Spring Meeting of Western Directors, February 28 - March 1, 1968
2. Financial Report
3. Liaison with Farm and Commodity Groups
4. Projections at No Increase Level
5. Program and Physical Facilities Projections
6. SAES-USDA Task Force

PRINCIPAL ITEMS SENT TO WESTERN DIRECTORS

by

Mark T. Buchanan  
Director-at-Large

March 1, 1968 - June 30, 1968

ITEM

- OWDAL - 30      RESEARCH PROJECT MANUAL, UNIVERSITY OF IDAHO,  
IDAHO AGRICULTURAL EXPERIMENT STATION, MOSCOW,  
IDAHO, JANUARY 1968
- 31      LIAISON WITH FARM, COMMODITY AND OTHER  
ORGANIZATIONS
- 32      1. (page 1) FISCAL 1969 HEARINGS COMPLETED.  
EXECUTIVE BUDGET BY PROGRAM ELEMENTS  
PROVIDES FOR CONTINUATION OF PRESENT  
PROGRAM
2. (page 2) FY 1970 BUDGET PREPARATION WITH  
USDA INCLUDES TWO PLANS, A AND B. PLAN  
A IS AN AUSTERITY BUDGET; PLAN B IS LIBERAL
3. (page 6) EXECUTIVE COMMITTEE OF NASULGC  
APPROVED REVISED FIGURES FOR HATCH FOR FY  
1970 BASED ON AN INCREASE FROM 20 TO 40  
PER CENT OF SUPPORT OF NEW STATE STATION  
SMY'S FROM FEDERAL FUNDS
4. (page 6) BUREAU OF BUDGET SUGGESTED A  
METHOD FOR INCLUSION OF FUNDS FOR SALARY  
INCREASES. THE BOB FOLKS WERE COURTEOUS,  
FRIENDLY, HELPFUL -- AND NOT TERRIBLY  
ENCOURAGING
5. (page 8) PROGRESS IS REPORTED ON FACILITIES  
AND PROGRAM PLANNING. NEED MORE AND BETTER  
INFORMATION

PART OF OWDAL-32. CONFIDENTIAL

- 33
  - 1. NEW TELEPHONE NUMBER
  - 2. TALK AT ANNUAL RESEARCH DAY, LOGAN, UTAH, MARCH 9, 1968
  - 3. A BRIEF NOTE ON GOLD
- 34 REPORT ON DISCUSSIONS AND ACTION IN ESCOP AND ARPC PERTAINING TO RESEARCH PRIORITIES
- 35
  - 1. CHARTS REPRESENTATIVE OF PROJECTED SMY'S TO 1977 BY RPA FOR STATES IN THE WESTERN REGION (ENCLOSURE 1)
  - 2. TELEPHONE NUMBER (415) 642-5878



Talks Distributed:

The Experiment Station in the Modern Age  
(Whom Do We Serve?)

The Role of the Director-at-Large in  
Cooperative Planning of Research

Some other "significant" (or at least, lengthy) memoranda:

March 5-7, 1968 To Arlon G. Hazen, re nominees  
for Task Forces on Fruits, Vegetables, Farm  
Prices and Income Analysis, Market Structure,  
and Foreign Aid and Market Development

March 8, 1968 To Wilton W. Heinemann, re PPBS

May 13-15, 1968 To C. F. Kelly, re visit of  
Charles C. Kraus, Bureau of Budget

March 18, 1968 To R. D. Ensign, re PPBS

May 20, 1968 To Kelly, Ensign, Wood, re  
Southern Directors Resolution and Hatch Act

June 5, 1968 To D. F. Hervey, re RRF

## FINANCIAL REPORT

## STATE SUPPORT FOR REGIONAL RESEARCH PLANNING COORDINATION

EXPRESSED AS ASSESSMENT PERCENTAGE, AND PER SHARE OF \$60,000  
ANNUAL BUDGET FROM EACH STATE

STATE	ASSESSMENT RATE <u>1/</u> (PER CENT)	PRO RATA ASSESS- MENT FOR \$54,074.02 BUDGET <u>2/</u> (DOLLARS)	FISCAL 1968 UN- EXPENDED BALANCE CARRIED FORWARD TO FISCAL 1969 (DOLLARS)
ARIZONA	8.3	4,488.14	491.86
CALIFORNIA	16.3	8,814.07	965.93
COLORADO	11.3	6,110.36	669.64
HAWAII	4.1	2,217.04	242.96
IDAHO	6.8	3,677.03	402.97
MONTANA	7.6	4,109.63	450.37
NEVADA	4.1	2,217.04	242.96
NEW MEXICO	4.6	2,487.40	272.60
OREGON	11.0	5,948.14	651.86
UTAH	8.1	4,380.00	480.00
WASHINGTON	11.3	6,110.36	669.64
WYOMING	6.5	3,514.81	385.19
	100.0	54,074.02	5,925.98

1/ Percentage based upon the formula distribution of Federal Regional Research Funds for fiscal year 1967.

2/ Western Directors set the budget for the position of DAL at an annual rate of \$60,000 - See WD Minutes of July 1966, page 10.

AGRICULTURE: WESTERN REGIONAL DIRECTOR

PRELIMINARY CLOSING STATEMENT OF EXPENDITURES

April 1, 1967 to June 30, 1968

	<u>Appropriation</u>	<u>Expenditures</u>	<u>Balance</u>
General Assistance	38,951.27	38,951.27	-0-
Supplies and Expense	19,038.23	*13,126.48	5,911.75
Equipment and Facilities	1,600.00	1,585.77	14.23
Employee Benefits	3,410.50	3,410.50	-0-
	<hr/>	<hr/>	
Total	63,000.00	57,074.02	5,925.98

\*Itemization of expenditures:

Travel	9,581.75
Storehouse, Misc. and K #	364.30
Central Steno	740.05
Telephone Charges	536.69
Mailing Charges	335.82
Printing	251.10
Library	16.80
Equipment	871.72
Garage	63.46
Official Entertainment	4.10
Berkeley Blueprint	359.10
Telegram	1.59
	<hr/>
Total	13,126.48

LIAISON WITH FARM AND COMMODITY GROUPS

There are responses from 7 states to OWDAL-31 on this subject. The consensus seems to be that some type of contact would be good with all the organizations -- and more -- that I listed in the table.

This will be a matter for follow-up with the other three Directors' Representatives. I will inform you of developments.

CHECK - LIST OF ORGANIZATIONS FOR POTENTIAL LIAISON AND OTHER  
CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			Regular liaison	If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose			
American Assn. of Nurserymen, Inc.--Robert F. Lederer, Exec. V. P., 835 Southern Bldg., Washington, D. C. 20005		###	//		
The American Bankers Assn.-- E. T. Savidge, Secy., Agr. Com. 90 Park Ave., New York, N.Y. 10016	//	###	//	//	
American Corn Millers Federa- tion--Washington, D. C. 20006		###	//		
American Dairy Assn.--M. J. Framberger, Mgr., 20 N. Wacker Dr., Chicago, Ill. 60606		###	//		
American Dehydrators Assn.-- Richard L. Kathe, Exec. V. P., 800 West 47th St., Kansas City, Mo. 64112		###	//		

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CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
<p>American Farm Bureau Federation --Charles B. Shuman, Pres., 1000 Mdse. Mart, Chicago, Ill. 60654 --Roger Fleming, Secy.-Treas., J. C. Lynn, Legislative Direc- tor, 425 13th St., N. W., Washington, D. C. 20004</p> <p>American Feed Manufacturers Assn., Inc.--W. T. Diamond, Secy., 53 W. Jackson Blvd., Chicago, Ill. 60604</p>			4444	
<p>American Forest Prod. Indus- tries, Inc.--Charles A. Gillett Mgr.-Dir., 1835 K St., N.W., Washington, D. C. 20006</p>				
<p>American Institute of Coopera- tion--J. K. Stern, Pres., 1200 17th St., N.W., Washington, D. C. 20036</p>				
<p>American Meat Institute--Roy Stone, V. P.-Asst. Treas., 59 E. Van Buren St., Chicago, Ill. 60605</p>				

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CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)				If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison		
American National Cattlemen's Assn.--C. W. McMillan, Exec. V. P., 801 E. 17th Ave., Denver, Colo. 80218		///	///		
American Potash Institute-- 1102 16th St., N.W., Washing- ton, D. C. 20036	/	///			
American Poultry & Hatchery Federation--Don M. Turnbull, Exec. Secy., 521 E. 63rd St., Kansas City, Mo. 64110	/	///			
American Rice Growers Co-op Assn.--George B. Blair, Gen. Mgr., 211 Pioneer Bldg., Lake Charles, La. 70601	/	///			
American Seed Trade Assn.-- John I. Sutherland, Exec. V.P. Bldg. Suite 964, 1030 15th St., N.W., Washington, D. C. 20005		///	///		

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CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
American Soybean Assn.--George M. Strayer, Exec. V.P., Hudson, Iowa 50643		///		
Assn. of American Railroads -- R. E. Keefer, Secy. Treas., 815 17th St., N.W., Washington, D. C. 20006		///		
Assn. of State Universities and Land-Grant Colleges -- Russell I. Thackery, Exec. Director, 1785 Massachusetts Ave., N.W., Washington, D. C. 20036		///		
Crop Quality Council -- Eugene B. Hayden, Exec. V.P., 828 Midland Bank Bldg., Minneapolis Minn. 55401		///		
Farm Equipment Manufacturers Assn.--H. B. Halter, Managing Dir., 34 N. Brentwood, St. Louis, Mo. 63105		///		



CHECK - LIST OF ORGANIZATIONS FOR POTENTIAL LIAISON AND OTHER  
CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
Farm Foundation--Dr. Joseph Ackerman, Mgr.-Dir., 600 S. Michigan Ave., Chicago, Ill. 60605		/	///	
Farmers National Grain Dealers Assn.--Lloyd A. Nelson, Secy.- Treas., Grain Exchange Bldg., Minneapolis, Minn. 55415		/	/	
Grain & Feed Dealers National Assn.--Alvin E. Oliver, Exec. V.P., Herbert L. Sharp, Secy.- Treas., 500 Folger Bldg., 725 15th St., N.W., Washington, D. C. 20005		///	/	
Grain Sorghum Producers Assn.-- Bill Nelson, Exec. V.P., 322 Petroleum Bldg., Amarillo, Tex. 79101		///	/	
Great Plains Wheat, Inc.-- Charles W. Pence, Pres., Kansas City, Kansas		///	/	

CHECK - LIST OF ORGANIZATIONS FOR POTENTIAL LIAISON AND OTHER  
CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
Millers National Federation -- C. L. Mast, Jr., Pres., 14 E. Jackson Blvd., Chicago, Ill. 60604		44		
National Assn. of Food Chains --1725 Eye St., N.W., Washing- ton, D. C. 20006		44		
National Assn. of Retail Gro- cers--Mrs. Marie Kiefer, Exec. Dir., 360 N. Michigan Ave., Chicago, Ill. 60601		44		
National Assn. of Soil & Water Conservation Districts--David Stewart, Jr., Mgr. Service Dept., P. O. Box 855, League City, Texas 77573		44	44	
National Assn. of State Depart- ments of Agri.--L. H. Bull, Secy.-Treas., 2301 No. Cameron St., Harrisburg, Pa. 17120		44	44	

CHECK - LIST OF ORGANIZATIONS FOR POTENTIAL LIAISON AND OTHER  
CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
National Assn. of Wheat Growers --Glen Hofer, Exec. V.P., 1030 15th St., N.W., Suite 1012, Washington, D. C. 20005				
National Cannerns Assn.--Milan D. Smith, Exec. V.P. & Secy., 1130 20th St., N.W. Washington, D. C. 20006				
National Cotton Council of America--Wm. Rhea Blake, Exec. V.P. Box 12285, Memphis, Tenn. 38112				
National Council of Farmer Co- operatives--Kenneth D. Naden, Exec. V.P., 1200 17th St., Washington, D. C. 20036				

CHECK - LIST OF ORGANIZATIONS FOR POTENTIAL LIAISON AND OTHER  
CONTACTS ON BEHALF OF AGRICULTURAL RESEARCH

Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			If contact is recommended list for each: 1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
National Farmers Union--Tony T. DeChant, Pres., Kenneth L. Motz Secy.-Treas., 1517 Sherman St., Denver, Colo. 80201; Washington Office: Reuben L. Johnson, Dir. of Legislative Services, Suite 1200, Continental Bldg., 1012 14th St., N.W., Washington, D. C. 20005				
National Farmers Organization-- Oren Staley, Pres., Corning, Ia.				
National Grain Trade Council-- William Brooks, 725 15th St., N.W., Washington, D. C. 20005				
The National Grange--Herschel D. Newsom, Master, 1616 H St., N.W., Washington, D. C. 20006				
National Live Stock & Meat Board--Carl F. Neumann, Gen. Mgr., 36 S. Wabash Ave., Chicago, Ill. 60603				

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	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
National Live Stock Producers Assn.--M. E. Ross, Exec. V.P., Gen. Mgr., 155 N. Wacker Dr., Chicago, Ill. 60606	/	/	///	
National Milk Producers Federa- tion--E. M. Norton, Secy., 1731 Eye St., N.W., Washington, D. C. 20006	/	/	///	
National Peanut Council--DeVoe H. Willard, Pres., 400 Bender Bldg., Washington, D. C. 20036	/	/	///	
National Pest Control Assn.-- Ralph E. Heal, Exec. Secy., 250 West Jersey St., Elizabeth, New Jersey 07202	/	/	///	
National Plant Food Institute --Paul T. Truitt, Pres.; Louis H. Wilson, V.P. for Information 1700 K St., N.W., Washington, D. C. 20006	/	/	///	

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	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
National Pork Producers Council -- Rolland Paul, Exec. V.P., 3101 Ingersol Ave., Des Moines, Iowa 50312				
National Potato Council--Doyle Burns, Exec. Dir., 425 13th St., N.W., Washington, D. C. 20004				
National Poultry Producers Federation--Richard I. Amon, Secy.-Treas., 10 Rutgers Pl., Trenton, New Jersey 08618				
National Wool Growers Assn.-- Edwin E. Marsh, Exec. Secy., 600 Crandall Bldg., Salt Lake City, Utah 84101				
Northeastern Poultry Producers Council, Inc.--Richard I. Ammon Exec. Dir., 10 Rutgers Pl., Trenton, New Jersey 08618				

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Organizations as listed in county agents directory; add additional organizations proposed	YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)			If contact is recommended list for each:
	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	1. Name of other(s) in organization who would be included in contacts 2. Name of director or other LGC person you would recommend to handle contacts with this organization 3. Other suggestions or comments
Northern Nut Growers Assn.-- Spencer B. Chase, Secy., 4518 Holston Hills Rd., Knoxville, Tenn. 37914				
Poultry and Egg National Board --Dr. L. A. Wilhelm, Pres., 8 So. Michigan Ave., Chicago, Illinois 60603				
Poultry Industry Mfrs. Council --Donald B. Ellis, Exec. Secy., 850 Wrigley Bldg. N., 410 N. Michigan Ave., Chicago, Ill. 60611				
U. S. Beet Sugar Assn.--Phillip E. Jones, Secy.-Treas., 920 Tower Bldg., Washington, D. C. 20005				
U. S. Feed Grains Council-- Clarence D. Palmby, Exec. V.P. 1030 15th St., N.W., Washing- ton, D. C. 20005				

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YOUR JUDGMENT (PLEASE CHECK AND/OR FILL IN - RETURN ONE COPY)

If contact is recommended list for each:  
1. Name of other(s) in organization who would be included in contacts  
2. Name of director or other LGC person you would recommend to handle contacts with this organization  
3. Other suggestions or comments

No contact required  
Infrequent for specific purpose  
Regular liaison

Organizations as listed in county agents directory; add additional organizations proposed

Vegetable Growers Assn. of America--Charles M. Creuziger, Pres., Sturtevant, Wis.; O. Keith, Owen Jr., Actg. Exec. Sec. & 1st V.P., 815 17th St., N.W., Washington, D. C. 20006	/	///	///	///	
Western Wheat Associates, U. S. A., Inc.--Richard K. Baum, Exec. V.P., American Bank Bldg., Portland, Oregon 97205	/	///	///	///	
Wheat Flour Institute--Howard Lampman, Exec. Dir., 14 E. Jackson Blvd., Chicago, Illinois 60604			///	///	
Poultry Sciences - Milton Sundry Pres. 67-28, Univ. of Wisconsin, Madison, Wisconsin, C.B. Ryan, Secy. 77-28 ASH, College Station, Texas					Suggested by State
Am Soc. Plant Sci - A.M. Pres. 1944 Treasurer, Dept. of Agr. 1944, Minn. State U.					



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	No con- tact re- quired	Infre- quent for spe- cific purpose	Regular liaison	
<p>The Institute of American Poultry Industries, 67 East Madison St., Chicago, Ill. 60602 --Harold M. Williams, Pres.</p> <p>American Trucking Assn., Inc -- Forney Rankin, Dir. of Farm Relations, Washington, D.C. 20206</p>				<p>(Suggested by Mr. Leo Gray)</p> <p>(Suggested by Mr. Leo Gray)</p> <p>(Suggested by Mr. Leo Gray)</p>
<p>The American Institute of Baking, 400 East Ontario Street, Chicago, Illinois 60611</p>				

# PROJECTIONS AT NO INCREASE LEVEL

(for further discussion, and decision)

You will recall our discussions on this topic at the Spring Meeting. Leo's notes are principally on page 14 of the minutes.

I take it that the group agreed with the policy position stated by Kraus that if there is a cut, or no increase, it is the directors' responsibility to administer their programs. The resolution affirmed the principle of self-determination.

For planning purposes, it is still desirable, however, to have indications in advance from each director on adjustments that likely would be made under a no increase situation.<sup>1</sup>

The minutes state....."Buchanan indicated he will prepare some materials for Western Directors' response and for further discussion at the Summer Meetings."

My suggestion is that we proceed in much the same manner as we did for the meeting, October 4-5, 1967. Each of you would send me in advance of the fall meeting an indication of what you anticipate would be the distribution of scientific manpower at your station in 1972 and 1977, assuming the same number of scientific man years available as were listed in the 1966 inventory. I would tabulate these in advance of the meeting and have a set of tables to hand back that would be representative of your responses. We could study these and discuss them at the meeting. Subsequent to the meeting, you could send such modifications as you wish. The final figures would represent the judgment of each director following an opportunity to study the estimates of others within the region. A set of tables adjusted for such changes could be appended to the minutes of the fall meeting.

Should you decide to proceed in this manner, I will prepare and distribute the necessary forms and base information.

- 
1. C. P. Wilson and a number of other expressed the opinion that it would be unwise psychologically and strategically to make projections based on a decrease. The group apparently concurred.

## PROGRAM AND PHYSICAL FACILITIES PROJECTIONS

This major project is continuing.

You will recall that ESCOP recommended the establishment of an SAES-USDA Administrative Committee which would develop and review program, facilities, and policy recommendations. This recommendation plus discussion in ARPC and elsewhere culminated in the establishment of such a committee. The committee includes research agency administrators from USDA and SAES representatives named by ESCOP:

W. D. Maclay, Director RPDES for  
Director of Science and Education  
T. C. Byerly, CSRS  
G. W. Irving, Jr., ARS  
G. M. Jemison, FS  
M. L. Upchurch, ERS

A. G. Hazen, Chairman ESCOP  
G. M. Browning, NC      SAES  
M. T. Buchanan, W      SAES  
H. R. Fortmann, NE      SAES  
L. E. Hawkins, S      SAES

Frank Kaufert, representing ASCUFRO usually meets with this group also.

You will recall that this committee, at its first meeting, recommended divisions among SMY's by RPA and commodity groupings. This was the "Chicago Meeting", July 21-22, 1967. These "break-outs" formed the basis for our October 4-5, 1967 meeting and for similar activities within the other regions and in USDA research agencies.

Once the program goals were "set", intensive work on projections of needed "matching" physical facilities began. The first review by the SAES-USDA Administrative Committee of what had been done was made in Washington, D. C., April 4-5, 1968. I reported in more detail on this (and on budget matters) in OWDAL-32.

Again, much staff work is progressing in anticipation of another meeting of the SAES-USDA committee which is scheduled for September 9-13, 1968.

Hopefully, there will be time for considerable discussion of this topic, and of what further is needed and to be available, at our summer meeting. We need to visit with each of you, individually, as well, if possible, before the September meeting.

JUL 15 1968



CORVALLIS, OREGON 97331

**OREGON STATE UNIVERSITY**

OFFICE OF THE PRESIDENT

July 13, 1968

Dr. Mark T. Buchanan  
Director-at-large, Western Region  
University of California  
Berkeley, California 94720

*mark*  
Dear Dr. Buchanan:

This letter will serve to confirm our telephone conversation of several days ago. I am pleased you are able to serve as one of the representatives of the Association of State Universities and Land-Grant Colleges on a task force sponsored jointly by the Association and the U.S. Department of Agriculture to consider the organizational structure, function, and procedures affecting relations between the State Agricultural Experiment Stations and the Department.

The representatives of the Association are:

Clifford M. Hardin, Chancellor, University of Nebraska  
Co-chairman of Task Force  
E. T. York, Jr., Provost for Agriculture, University of  
Florida  
J. B. Kendrick, Jr., Dean of Agriculture (statewide)  
University of California  
George Browning, Director-at-large, North Central Region  
Ames, Iowa  
Mark T. Buchanan, Director-at-large, Western Region  
Berkeley, California  
Doyle Chambers, Director, Agricultural Experiment Station  
Louisiana State University  
Thomas W. Dowe, Director, Agricultural Experiment Station  
University of Vermont.



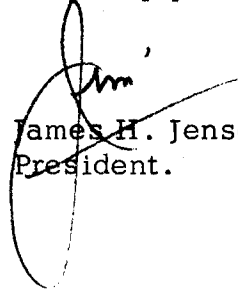
Dr. Mark T. Buchanan

-2-

July 13, 1968

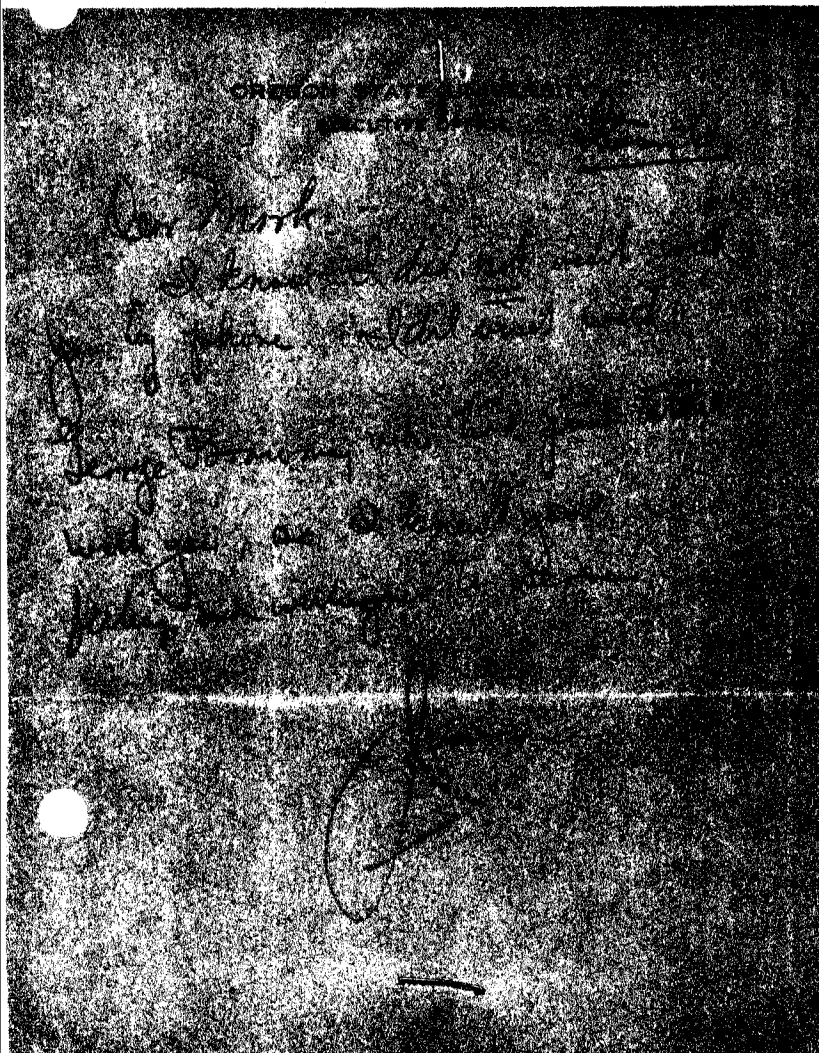
I am informed that the call for meeting will be initiated by U.S. Secretary of Agriculture, Orville L. Freeman. Ned D. Bayley, Director for Science and Education in the Secretary's Office has served to represent the Secretary in our discussion on arrangements.

Sincerely yours,

  
James H. Jensen  
President.

JHJ:kr

cc: Russell I. Thackrey  
Ned D. Bayley



July 8, 1968

*(also to Mr. Dir 3  
only - Part of  
my report  
(Item 6, later).*

This is pertaining to the development of the Joint Task Force to study relationships between the State Agricultural Experiment Stations and the United States Department of Agriculture.

The first suggestion for this task force was made by Secretary Freeman in response to a letter and resolution from the Chairman of ESCOP, Arlon Hazen. Apparently, Mr. Freeman's staff also knew of the resolution of the Southern Directors passed in their meeting which followed the meeting of ESCOP. The Southern Directors' resolution went further than the ESCOP resolution, and suggested that ESCOP establish a subcommittee to study the function of CSRS.

Shortly after my arrival in Washington, D. C., June 6, Dr. Hawkins called me to a meeting in his room which, apparently, had been organized by Hawkins and Browning. Present at the meeting were Hawkins, Browning, Buchanan, Tom Dowe, Doyle Chambers, Arlon Hazen, J. A. Whatley (Oklahoma), Don Hervey, and perhaps others. Three subjects were discussed: (1) The wisdom of suggesting names of good candidates for the vacancy in the post, Director of Science and Education; (2) The means by which this position might be effectively elevated to an Assistant Secretaryship and (3) The response to Secretary Freeman's letter.

At a special breakfast, next morning in the Willard, discussion centered primarily on the potential candidates for the Science and Education position. Director Nile Brady of New York was with the group for the breakfast meeting. He said that he had been contacted by the Office of Secretary concerning possible candidates and that he had recommended M. L. Peterson of California. Steps were taken at the breakfast meeting to get nominees passed through appropriate Land Grant College channels to the Secretary for his consideration. Three names were mentioned: E. T. York, Nile Brady, and M. L. Peterson (in keeping with Brady's prior nomination). Soon after our arrival at the meeting on the Philosophy of Regional Research, which had been called by CSRS for Friday, June 7, there was an announcement by the chairman of the meeting, Director MacLinn, of New Jersey to the effect that Ned Bayley had been named Director of Science and Education.

According to George Browning, Dr. Hazen, as Chairman of ESCOP, had been reluctant to name an interim committee and to have a meeting of the interim committee with reference to any of the items under consideration. Hazen's point appeared to be that ESCOP had "said its piece" and that it was up to the Secretary, now, to take appropriate steps.

There was considerable, contrariwise, thinking in evidence at the evening meeting, at the breakfast, over the weekend, and during the sessions in Washington terminating on June 13, 1968. It was agreed that each of the Regional Directors would contact the Chairman of his Regional Group of Directors for the purpose of explaining what was "in the air" and to determine what steps, if any, should be taken.

On June 13, I talked with Linsley and McNeill, and subsequently, called Don Hervey. Linsley had suggested a meeting of the Executive Committee of the Western Region to discuss these matters -- a suggestion with which Kelly, subsequently, concurred when he returned from a field trip.

In a conference call on June 14, 1968, among Hervey, Buchanan, Kelly, Linsley, and Ensign, it was agreed that these were matters of consequence and that a meeting should be held, if necessary, to discuss them. Meanwhile, it was suggested that Ensign get in touch with Hazen to tell him of our concern and recommend that ESCOP take appropriate action.

I saw Ensign in Moscow on June 18, in conjunction with my trip up there, for a variety of purposes. I also talked with Madsen, Robins, and Rasmussen about these matters. Ensign informed me that he had discussed these matters with Hazen and had found that Jim Jensen, Chairman of the Executive Committee of the Association had been in touch with Hazen quite recently, expressing his concern about these matters. Ensign thought that the contact from Jensen was of considerable influence on Hazen's reaction.

When I returned to Berkeley, I got in touch with George Browning to see what he knew of recent events. I suggested that it seemed likely he had taken the "bull by the horns" and had arranged to get Jim Jensen into the act in order to offset Hazen's point of view with respect to ESCOP's taking action. I found this to be so, and Browning, furthermore, suggested that we, in the West, think of appropriate Directors' Representatives for service on the Joint Task Force.

I transmitted this information, by telephone, to Mr. Hervey, who, in turn, consulted the Executive Committee. According to Hervey's report, Buchanan was the unanimous choice to serve on this committee. Hervey mentioned, in a telephone call to Leo Gray, that he had called Arlon Hazen to give him this information and found that Hazen already had suggested two names to President Jensen -- Buchanan and Ensign. Later, there was a letter from Hervey telling of the action of the Executive Committee. I transmitted a copy of this to George Browning, who, according to Hervey's report of a conversation with Hazen, had been given the "ball" with respect to this activity of ESCOP.

Things were quiescent until Sunday evening, July 7, 1968, when I had a call from George Browning from Peoria where he was attending a task force session. Browning reported that President Jensen had had an official letter from Secretary of Agriculture, Freeman, requesting that we proceed promptly and that Jensen was anxious to do so on behalf of the Association. President Jensen's recommendation is that the task force be comprised (on the Land Grant College side) of one university president who would serve with Mr. Freeman as co-chairman of the task force, one additional president who would serve as a member of the task force, one or two overall deans and the remainder representatives of directors for a total of about 12 people. Presumably, there would be about this number of USDA representatives for a total task force membership of approximately 25.

The telephone just rang as I was dictating this, with a call from Russ Thackrey, Executive Director NASULGC, who wanted to consult with me about this task force. Mr. Thackrey had a copy of the letter from Secretary Freeman to Dr. Jensen. Dr. Jensen was to call Thackrey back tomorrow to obtain Thackrey's advice concerning the matter. According to Thackrey, the letter from the Secretary to President Jensen suggests a joint task force of 14 members, 7 federal and 7 state. The co-chairman for the federal side would be Dr. Ned Bayley, Director of Science and Education for USDA. Other federal representatives would include one from the Bureau of the Budget and one from the Office of Science and Technology. The remainder would be from USDA. Mr. Thackrey wanted to discuss names of persons who might be suggested to Mr. Jensen for representatives from the states. We agreed that President Jensen would be the logical first choice to co-chair the task force and represent the Presidents of the NASULGC. Other possible presidents would include Cliff Hardin, Bill Giles, and Hilton Briggs. Within the vice president, overall dean category, we discussed E. T. York as a first choice (who is also Chairman of the Division of Agriculture and a member of the Association's Executive Committee this year), Orval Bentley, Roy Huffman, Jim Kendrick, and Jack Oswald. On the matter of Directors' Representatives, I told Mr. Thackrey of the procedure we followed in the West and its outcome. I mentioned that a similar procedure had been followed in the North Central Region with Browning as the outcome, that Doyle Chambers had been selected to represent the Southern Region, and that Tom Dowe was available from the Northeast.

Thackrey was quite critical of the fact that a matter of this importance had proceeded this far without the Executive Committee of the Association having had an explanation of it and a request for action. I explained that this normally would be the function of ESCOP and suggested that he get in touch with Arlon Hazen. Mr. Thackrey also was reluctant to have the federal side include a



representative of the Office of Science and Technology for the reason that it is dominated by the Ivy League group. Dr. Thackrey will suggest that President Jensen make this point orally with Ned Bayley.

We also discussed Extension's participation in the study. Thackrey mentioned that a group for two years has been studying Extension much as was done by the USDA-SAES task force that resulted in the Long Range Study for the Agricultural Experiment Stations. The inclusion of Presidents and overall Deans on the task force, currently being established, will assure that Extension's point of view is at least represented -- as well as the policy level of each of the institutions represented by the top officials.

7/9/68 ; 8:30 am. call from Burkwood -  
Pres Jensen had consulted him.  
Essentially same names except NE Machine  
& Brady added. Appt to be made tomorrow after  
Jensen consults Thackrey.

7/13/68 Letter from Jim Jensen

JUN 17 1968

# COLORADO STATE UNIVERSITY

FORT COLLINS, COLORADO 80521

EXPERIMENT STATION  
OFFICE OF THE DIRECTOR

June 13, 1968

*F. H. Sier's minutes  
H. A. Allen at Sier's*

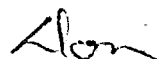
Dr. Carl Sierk  
Cooperative State Research Service  
United States Department of Agriculture  
Washington, D. C. 20250

Dear Carl:

By mail ballot the Western Experiment Station Directors have voted to provide \$18,150 for fiscal 1968-1969 to Project W-6 Plant Introduction Station, these funds to come "off-the-top" from Regional Research funds available to states in the Western Region. In effect the balloting authorized an amendment to the trust fund allocation made by the Western Directors in their February 28-March 1, 1968 meeting, the figures for the regional allocation being revealed in Appendix E 3, Page 59 of the minutes.

We hope, of course, that Congress will make available an increase in Regional Research funds which will be sufficient to cover this "off-the-top" funding for W-6. However, if such is not the case I suppose reductions will be made in the amount of Regional Research funds which have been tentatively allocated to the Western States.

Yours truly,



Donald F. Hervey, Chairman  
Western Association of Agricultural  
Experiment Station Directors

DFH:jt

cc: Western Directors  
Leo Gray  
Mark Buchanan  
Ray Ely