

WESTERN AGRICULTURAL EXPERIMENT STATION DIRECTORS

OFFICE OF THE DIRECTOR-AT-LARGE

MARK T. BUCHANAN
Director-at-Large

March 29, 1971

TO : Western Directors

FROM : Mark T. Buchanan
Recording Secretary

SUBJECT: Minutes of W.D. Spring 1971 Meeting,
Tucson, Arizona, March 3-5, 1971

Subject minutes are enclosed.

A substitute page 7 also is enclosed for
the Minutes of the November 1970 Meeting of W.D.

Please send your first and second prefer-
ences for "packages" for Fiscal Year 1973 as
soon as possible.

MTB/nr

WESTERN ASSOCIATION
OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

MINUTES OF SPRING 1971 MEETING

Tucson, Arizona
March 3-5, 1971

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WESTERN ASSOCIATION
OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

MINUTES OF SPRING 1971 MEETING

University of Arizona
Tucson, Arizona

March 3-5, 1971

Present:	Arizona	- H. E. Myers
		- R. K. Frevert
		- D. F. McAlister
		- D. S. Metcalfe
		- R. D. Ensign (on leave)
	California	- C. F. Kelly, Chairman
		- E. G. Linsley, Secretary
		- W. M. Dugger, Jr.
		- B. E. Day
		- L. N. Lewis
	Colorado	- D. F. Hervey
		- D. D. Johnson
	Hawaii	- L. D. Swindale
	Idaho	- J. E. Kraus
		- F. W. Frank
Montana	- M. J. Burris	
Nevada	- D. W. Bohmont	
	- J. W. Malone, Jr.	
New Mexico	- P. J. Leyendecker, Vice Chairman	
	- M. L. Wilson	
Oregon	- G. B. Wood	
	- W. H. Foote	
Utah	- K. W. Hill	
	- C. E. Clark	
Washington	- L. W. Rasmussen	
	- D. L. Oldenstadt	
Wyoming	- L. C. Ayres	
	- N. W. Hilston	
WDAL and Recording Secretary	- M. T. Buchanan	
CSRS	- R. L. Lovvorn	
	- James Turnbull	

- 1.0 The meeting was called to order at 9:00 a.m. on March 3, 1971 by Director C. F. Kelly, Chairman of WAAESD.

2.0 Adoption of the Agenda

Items 19.0, 29.0, 31.0, 32.0 and 33.0 were added.
Item 30.0 is also the Report of the Executive Committee.

3.0 Introductions

Dr. F. W. Frank, Acting Associate Director of the Idaho Station was introduced by Dean J. E. Kraus;

Dr. J. W. Malone, Jr., Acting Associate Director of the Nevada Station was introduced by Dean D. W. Bohmont;

Dr. L. N. Lewis, Assistant Dean for Research, was introduced by Dr. W. M. Dugger, Jr., Associate Director of the California Station.

It was noted by Chairman Kelly that Dr. W. M. Dugger, Jr., now has the additional title of Associate Director, Riverside, and Dr. B. E. Day, Associate Director, Universitywide.

Director K. W. Hill instructed neophytes Frank and Malone.

4.0 Announcements

4.1 All motions and reports are to be in writing.

5.0 Approval of the Minutes of the Fall 1970 Meeting

Minutes were approved as distributed. Please substitute revised page 7, enclosed.

6.0 Report of Chairman

6.1 By meeting with RRC, Chairman Kelly said he had gained a better knowledge of and appreciation for the activities of this committee. He reiterated the need for Administrative Advisors to follow the Manual of Procedures in order to facilitate the work of RRC.

Chair-
man

- 6.2 Chairman Kelly asked Chairman Burris of RRC to prepare a "white paper" analyzing experience with the system now in operation. Burris would call on others as needed and report back at the summer meeting.
- 6.3 Kelly gave some background of discussions and problems to date concerning rural development and asked for a discussion later on in the session in which all factual information available would be laid out before debate began on this topic.
- 6.4 Chairman Kelly appointed the following Resolutions Committee:

L. C. Ayres, Chairman
L. D. Swindale
P. J. Leyendecker

7.0 CSRS Report

The report was presented by R. L. Lovvorn and James Turnbull.

- 7.1 Your former associate, John S. Robins, is doing an excellent job as Associate Administrator. His ability, energy, enthusiasm and attitude make him an excellent co-worker. The reorganization plan is now in effect except that Bennett White continues to serve in the Ronningen slot while Ronningen is on the Turkey assignment.
- 7.2 The Federal Assistance Review, Project 9, has been distributed to the Directors. ESCOP participated in the study through Directors Wilson of Virginia and Aldrich of Missouri. The report supplements the posture CSRS is attempting to assume.
- 7.3 Executive Budget for Fiscal Year 1972. A previous letter advised you of the recommended increases for costs of doing research under the Hatch and McIntire-Stennis programs and of the \$2 million increase for the Colleges of 1890. Secretary Hardin is now attempting to obtain from the Office of Management and Budget increased figures for southern corn blight breeding for resistance and for biological control of insects.

CSRS 7.4 Rural development funds were justified to the Congress on the basis of need and the willingness and capabilities of the land-grant institutions to do this research. We have a commitment, therefore, to the Congress to see that we make a real effort to develop major thrusts on the subject. Recent letters from CSRS to the Directors have attempted to clarify guidelines and procedures.

7.5 Station Reviews. Our station letter before Christmas outlined our change in approach for station reviews. We have been encouraged by the attitudes of station directors and CSRS staff in making our reviews more effective.

7.6 Housekeeping Items - Turnbull

7.61 The quality of inputs to CRIS is not as good as it should be. The quality of CRIS outputs is dependent on the quality of CRIS inputs.

7.62 Termination reports do not always include termination dates.

7.63 CRIS information on the new classification basis should be available about April 1, 1971.

7.64 The FAR report which should be in your offices upon your return suggests a number of changes in procedures that will be studied with your representatives.

7.65 The suggestion was made that each Director ask the CSRS Reviewer to conduct a Seminar on CRIS for the benefit of scientists and administrators, using representative print-outs for illustration.

8.0 DAL Report

8.1 Congressional support activities is the first and major section of the DAL report. (See Appendix 8.0 ff.)

8.11 Principal reliance is to be placed on contacts made by representatives of the individual states.

DAL

- 8.12 Secondary reliance is to be placed on the necessary aggregation of state inputs to national packages and their support through required channels by the Legislative Subcommittee and others.
- 8.13 It is anticipated that both processes will be strengthened by the continuous interactions between them.
- 8.14 A listing of the current membership of the House and Senate Appropriations Subcommittees is provided.
- 8.15 The importance and means of maintaining contacts is discussed.
- 8.2 Planning and Implementation of Agricultural Research on a Regional and National Basis is discussed.
- 8.3 Financial statements for the Office of Western Director-at-Large and Recording Secretary Function are supplied.

9.0 FPC Report

Dean Leyendecker reported on the meeting of the Forward Planning Committee held February 8, 1971 at the San Francisco International Airport. On behalf of the Forward Planning Committee Dean Leyendecker moved the following which, after discussion were duly seconded and PASSED.

- 9.1 That the Western Directors approve, in principle, a research planning system in the west and that the Forward Planning Committee and the Western Director-at-Large be charged to further study this matter and to bring back a report to the Western Directors at their next meeting. There was substantial discussion on this item. A report is at Appendix 9.1 ff.
- 9.2 That the Western Directors support the proposed approach to obtaining funds and presenting budgets as set forth by the ESCOP Legislative Subcommittee.

- FPC 9.3 That the Western Directors approve the document dated November 8, 1970 setting forth the role of the Western Director-at-Large.
- 9.4 That the Western Directors approve Dean Leyendecker's continuing negotiation with Extension Directors toward a joint meeting in Hawaii in early February 1972.

10.0 RRC Report

The report for RRC was presented by its Chairman, M. J. Burris, Montana. RRC considered eight regional project proposals, five proposals for WRCC's, two new task force reports and other items. The RRC Report is presented as Appendix 10.0. Limited excerpts and headings follow.

10.2 General Comments and Recommendations:

- 10.21 As a result of experience at this and preceding meetings, RRC concludes that something needs to be done to improve the process of receiving materials for RRC action. Materials pertaining to some items on the agenda did not show-up at all, some were received without apparent sponsorship or adequate identification, some were in possession of only one or two members of RRC, and so forth.

RRC recommends that one good copy of each item be sent to the Recording Secretary. He will make copies and distribute them. The RRC agenda will include those items for which the Recording Secretary has received materials two weeks in advance of RRC meetings.

(Action of Western Directors: PASSED.)

- 10.22 Most project proposals are coming in in a manner that is not completely in keeping with the Manual of Procedures for Cooperative Regional Research, CSRS-OD-1082 as revised. Administrative

Advisors' attention is called particularly to item 5, Procedures, in Appendix B of this document. Especially lacking in the project proposals received recently is an indication of the actual work to be done and the SMY's to do it, by states.

10.33 Regional Research Project Proposals

- 10.331 "Clean West"
- 10.332 "Factors Affecting Variations in Levels, Distribution and Sources of Income"
- 10.333 "Structural Changes in Agricultural Industries: Causes and Impacts"
- 10.334 "Economic and Social Impact of Adjustment in Use of Agricultural Chemicals"
- 10.335 "Economic and Social Significance of Human Migration for the Western Region"
- 10.336 "Nutrition and Food Acceptance as Related to Selected Environmental Factors"
- 10.337 "Institutional Structures for Improving Rural Community Services"
- 10.338 "Multiple Uses of Wildland Areas"
- 10.339 "Western Region Area Development Research Center"

10.4 Task Force Reports

- 10.41 "Soil and Land Use"
- 10.42 "Plants to Enhance Man's Environment"
- 10.43 "Corn and Grain Sorghum"
- 10.44 "Sugar Crops"
- 10.45 "The Soil as a Waste Treatment System"

- RRC 10.5 Western Regional Coordinating Committee Proposals
- 10.51 "Stored Product Insect Control"
 - 10.52 "Hydraulics of Surface Irrigation"
 - 10.53 "Growth and Development of Range Plants"
 - 10.54 "Range Livestock Nutrition"
 - 10.55 "Relationship of Environment to the
Utilization of Textiles and Clothing"

11.0 ESCOP Report

Buchanan and Lovvorn reported on action items and topics discussed at the Interim Subcommittee of ESCOP meeting, February 18-19, 1971, Washington, D.C. Lovvorn responded to questions regarding USDA-NSF relations and CSRS relations to schools of veterinary medicine. He mentioned the need for more comprehensive CRIS reporting of home economics research and that Director Frevert was chairing a committee on Colleges of 1890. (See minutes of Interim Subcommittee of ESCOP meeting, February 18-19, 1971, for details.)

12.0 ESCOP Legislative Subcommittee Report

The report was made by Buchanan with the assistance of Lovvorn.

- 12.1 The Chairman of the ESCOP Legislative Subcommittee and his counterparts comprising the Legislative Committee of the Division of Agriculture have made their presentation to the Executive Committee of NASULGC for Fiscal Year 1973.
- 12.2 ESCOP Legislative Subcommittee discussed leaf blight diseases of corn and sorghums and recommended work towards a supplemental budget.
- 12.3 As a result of interactions among the ESCOP Legislative Subcommittee, ESCOP Interim Committee, ARPF, and ARPAC, a number of budget recommendations have been made:

Legislative
Subcommittee

- a) Levels of support for USDA research agencies and SAES have been recommended for Fiscal Years 1973 and 1974
 - b) A calendar for budgeting activities has been evolved that will permit more adequate interfacing of the state and federal systems and requirements
 - c) Funds for P.L. 89-106 Special Grants and for support of the Colleges of 1890 will be included in early consideration of budget matters
 - d) There is further solidification of the 50-50 "split" between SAES and USDA research agencies for budget planning purposes.
- 12.4 See Minutes of the ESCOP Legislative Subcommittee, February 1, 1971.

13.0 ARPAC Report

Director Frevert, WAAESD representative on ARPAC made the report.

- 13.1 SAES Directors will receive the minutes of the February 9-10 meeting of ARPAC and also minutes of future meetings.
- 13.2 Director Frevert led a brief discussion on the following items from the ARPAC agenda, February 9-10, 1971:
 - 13.21 The FAR report was approved.
 - 13.22 A subcommittee is considering the impact of check-off systems on budget support.
 - 13.23 HEW policy is to be used as a guide for research on human subjects
 - 13.24 Regional Workshops are to replace commodity advisory committees. The first is to be held in Syracuse, New York, March 9-10, 1971.
 - 13.25 NSF is becoming interested in applied research.

ARPAC

- 13.26 USDA has contracted with the National Academy of Sciences for a study of potential disasters to major food crops (for example, corn blight).
- 13.27 The importance of a single extension and single research program for each state was emphasized.
- 13.3 Rasmussen raised a question concerning Senate Bill 681 to create state environmental centers under the administration of the Environmental Protection Agency.

There was agreement that Experiment Station Directors would need to work closely with state governments in order to let it be known that a great deal of talent for this type of research is available within the State Agricultural Experiment Stations.

14.0 Committee of Nine Report

Director Hill submitted a written report to the Western Directors. (See Appendix 14.0 ff.)

- 14.1 The Committee of Nine meeting in New Orleans, December 9-11, 1970, immediately followed the passage by the Congress of the 1971 Agricultural Appropriations Bill. There was considerable discussion concerning whether or not regional research funds should be taken off-the-top to establish regional rural development centers. The Committee resolved to encourage the development of regional research projects for the purpose of coordination of rural development research on a regional and national basis.
- 14.2 The alternative procedure to initiate regional research projects as recommended by the Southern region was approved. It is noted that this procedure is not approved for projects with W-numbers, since the Western Directors voted against the proposal. This does not preclude participation of western states in cooperative projects initiated within other regions under the revised procedure.

- c/9 14.3 W-113 "The Improvement of Income for Disadvantaged People in Non-Metropolitan Areas" was approved with an initiation date of January 1, 1971.
- 14.4 IR-4 The Interregional Project on Pesticide Residues was extended for five years.
- 14.5 Administrative Advisors are urged to see that termination reports are submitted when projects end. Director Hill commented that this is really not an onerous task. What you do is ask your secretary to get out the manual and to prepare an appropriate letter to the Chairman of the technical committee. Kelly commented that he had not found it that easy with agricultural economists, "It is hard for them to put down that final word."

15.0 WAERC Report

Director Malone reported that minutes have been distributed for the last meeting of WAERC which was held in San Francisco, January 7-8, 1971. (See minutes for details.)

16.0 WSWRC Report

Director Frevert reported that WSWRC has not met since the Fall meeting of Western Directors.

17.0 WHERAC Report

Director Leyendecker, New Mexico, Administrative Advisor, reported that WHERAC has not met since the Fall meeting of Western Directors.

18.0 WSRAC Report

Director Wood reported that the next meeting of WSRAC will be held in Tucson, Arizona, April 1-2, 1971. There has been no meeting since the Fall meeting of Western Directors.

19.0 Remote Sensing Work-Group Report

Director Hervey, Colorado, Administrative Advisor to the work-group, reported that a written report on the Remote Sensing Work-Group will be mailed to each Director soon. He reported that the work-group urged each Director to take leadership in establishing an effective organization on his own campus to initiate and coordinate remote sensing research. The group will be presenting a request to establish a coordinating committee.

20.0 Meeting of 12 Animal Science Department Heads

(Reference: Western Directors' meeting, Fall 1970, page 7)

Dean Bohmont commented that mechanisms exist by which Animal Science Department Heads get together -- the Western Section, American Society of Animal Science, for example. He also raised a policy question concerning the need for more advisory groups. Director Wood doubted that Western Directors' approval is necessary or desirable for regional meetings of department chairmen who are not traveling on Regional Research Funds.

Action of Western Directors: The matter was referred to the Committee on Long Range Planning* and to the Regional Research Committee for further study in connection with their continuing review of research planning efforts.

FPC & DAC

21.0 Plant Classification - Nomenclature

Director Ensign reported that Western Directors' responses to his memorandum of December 18, 1970 have been forwarded to the ARS-CSRS Ad Hoc Study Group composed of State-Federal Plant Breeders and regulatory agencies that are concerned with the classification and nomenclature of new products from plant breeding programs.

22.0 Variety Protection Act and Related Matters

Director Ensign reported on behalf of the ESCOP Subcommittee on Seed Policy.

Variety
Protec-
tion

- 22.1 Director Ensign suggested that the new legislation, Public Law 91-577, December 24, 1970, Plant Variety Protection Act, be referred to plant scientists and to institutional patent attorneys. Copies were distributed.
- 22.2 Cooperative breeding programs between AES and USDA in each state should be examined in light of the new legislation.
- 22.3 Industry representatives of the seed trade raised the following questions at a meeting with the ESCOP Seed Policy Subcommittee in San Francisco on February 23, 1971:
- 1) Is there a need for a revision in the Experiment Station Policy on the release and sharing of germ plasm?
 - 2) What position are the State Agricultural Experiment Stations likely to take toward the continuation of development of finished varieties?
 - 3) Will there be changes in SAES release policies?
 - 4) What policies will universities likely follow on the question of the inventor's share of potential royalties?
 - 5) How will industries' manpower needs and requirements be met?
- 22.4 A national meeting is proposed to be co-sponsored by ESCOP and Industry (National Council of Commercial Plant Breeders and American Seed Trade Association) for the purpose of discussing the above and other questions and items of common interest. Further program details will be developed for the meeting which is scheduled to be held May 25, 1971 from 9:00 a.m. to 5:00 p.m. in Minneapolis. SAES are encouraged to send representative plant breeders, department chairmen, and directors to the meeting.
- 22.5 It was moved by Frevert, seconded by Day, that Director Ensign be requested to attend the Minneapolis meeting as one representative of

Variety
Protec-
tion

the Western Region and that his expenses be
paid by the "carry-over funds" available at
Montana.

MOTION PASSED.

23.0 Western Representatives for Regional Workshop
Committee (NARAC)

Leyendecker, Hervey and Day will be available to meet with others, on call from Lloyd Davis, for the planning of a meeting in the west.

24.0 Replacement of Director E. G. Linsley as Secretary
for the period July 1, 1971 to December 30, 1971

24.1 The following letter was received from E. G. Linsley, Secretary, Western Association of Agricultural Experiment Station Directors:

"Director Clarence F. Kelly, Chairman
Western Association of Agricultural
Experiment Station Directors
317 University Hall, Berkeley

Dear Kelly:

As you know, having served two full terms as Dean of the College of Agricultural Sciences and Associate Director of the Experiment Station, I have requested to be relieved of these administrative assignments as of June 30, 1971 in order to return to teaching and research. Since this request has now been granted, it means that I will no longer qualify to serve as Secretary of the Western Directors after that date.

I wish to assure you and the other members of the Association that the knowledge that my request for replacement would sever my formal relationships with the Western Directors made my decision doubly difficult. I have never worked with a finer group!

Sincerely,"

26.0 W-61 Travel

Director Ensign reported that the W-61 Technical Committee would prefer to hold the meeting that normally would be held in Fiscal Year 1972 at Clay Center in connection with another meeting scheduled there June 29-30, 1971. Director Frevert raised a similar problem with W-65. This Technical Committee would like to meet during the last days of June 1971 which would mean a second meeting for Fiscal Year 1971 but no meeting for Fiscal Year 1972.

It was agreed that the meetings could be held as desired, the only problem being that the Director would need to be sure he has money with which to pay for the travel from Fiscal Year 1971 funds. He would not be able to use next year's federal funds.

Western Directors were requested by Director Ensign to plan, if possible, to support travel of W-61 Technical Committee members to the Clay Center meeting late in June 1971.

27.0 Report on Communications Workshop

Director Hervey reported that the National Seminar on Agricultural Science Communication held in Washington, D.C. January 26-28, 1971 was attended by information specialists and research administrators of State Agricultural Experiment Stations and of USDA agencies. Talks on political, social and economic considerations affecting public support of agricultural research were given by Congressman Robert Price of Texas; Dr. Philip Abelson, editor of Science; and Director S. H. Wittwer of Michigan. Dr. P. J. Tichenor of the University of Minnesota presented research results on the problems of making agricultural science meaningful to media and public, indicating that information specialists can be effective if given appropriate editorial guidance. Mr. Arthur J. Snider, science editor of the Chicago Daily News, reminded the group that the big city newspaper is in business to report news -- educating readers is incidental. SAES personnel, including the west's own Bob Henderson, reported many valuable techniques for presenting science information.

28.0 Report on CSRS Research Program Management Seminar

Director Wood reported that he had attended this meeting which was an in-house seminar for CSRS personnel with much the same character and participants as the Western Directors' seminar on resource allocation held last August at Logan, Utah. (See Director Wood's letter.)

29.0 Agricultural and Industrial Potential of Irrigated Lands in the Southwest

29.1 Dean Myers and Director Frevert reported on activities underway with ARS sponsorship. The question was raised, do the Directors of the western states involved know of these activities? After discussion, it was agreed that Dean Myers is to inform Director Bayley, Science and Education, USDA, that the Western Directors were not adequately informed of these activities.

29.2 It was agreed that the general problem of communication between USDA and SAES at the working level would be a topic of discussion at the summer meeting.

30.0 Fiscal Year 1972 Budget - Director-at-Large

30.1 On behalf of the Executive Committee Director Leyendecker moved, seconded by Director Hill, that the Western Directors approve a 1971-72 budget for the Office of the Western Director-at-Large of up to \$65,000 and authorize the Treasurer to bill each state for its proportionate share in the usual manner.

PASSED.

30.2 On behalf of the Executive Committee Director Leyendecker also moved, seconded by Dean Myers, approval of a 1971-72 salary range adjustment for the WDAL to conform with that received for comparable positions within the University of California system.

PASSED.

31.0 Rural Development Research Program

This item was discussed at length in the general meeting. For conclusions and actions see RRC Report, Appendix item 10.339.

32.0 Proposal for an International Organization for Biological Control of Noxious Animals

Director Rasmussen reported the receipt of a letter from P. S. Corbett, Chairman, Ad Hoc Committee, Western Hemisphere Regional Section, addressed to "Heads of Establishments Concerned with Biological Control" soliciting participation in biological control and "institutional membership" \$50 per year or "supporting membership" \$500 per year. Inquiry of the group revealed that this communication had not been received by Directors in other states as yet.

33.0 Response to ARPAC Subcommittee Request for Opinions on Commodity Group Support of Agricultural Research (Check-off)

Reports received at the meeting indicated substantial support by way of mandatory check-offs and otherwise to Western Agricultural Experiment Stations. The belief was uniformly expressed that receipt of such funds did not lessen the amount of state appropriation or allocation of non-federal funds to experiment station research.

34.0 Resolutions

On behalf of the Resolutions Committee, which included Director L. C. Ayres as Chairman, Directors P. J. Leyendecker and L. D. Swindale, Director Ayres offered the following resolutions. (See Appendix 34.0 for details.)

34.1 Resolution 1

Western Directors express their appreciation to the staffs of the University of Arizona.

Meetings

Committee, negotiations are underway to have the Spring 1972 meeting in Hawaii in lieu of Berkeley. Discussion suggested an early scheduling of this session in order to permit directors to be home on call during the time Legislatures normally are in session.

- 35.4 Since 1959, spring and summer meetings of Western Directors have been scheduled as follows:

<u>Year</u>	<u>Spring</u>	<u>Summer</u>
1959	California-Berkeley	Oregon-Corvallis & Ocean Lake
1960	New Mexico-Las Cruces	Washington-Pullman
1961	California-Berkeley	Wyoming-Laramie & Colorado-Fort Collins
1962	California-Davis	Montana-Bozeman
1963	California-Lake Arrowhead	Colorado-Fort Collins
1964	Hawaii-Honolulu	Utah-Logan
1965	California-Berkeley	Nevada-Reno
1966	Arizona-Tucson	Oregon-Corvallis & Newport
1967	California-Berkeley	Washington-Pullman & Idaho-Moscow
1968	New Mexico-Las Cruces	Colorado-Fort Collins
1969	Hawaii-Kauai	Montana-Bozeman
1970	California-Berkeley	Utah-Logan
1971	Arizona-Tucson	Wyoming-Jackson Hole

36.0 Adjournment

With expressions of continuing good will all around the meeting adjourned at 12:10 p.m., Friday, March 5, 1971.

APPENDIX

8.0 DAL Report

DAL Buchanan distributed a draft, written report at the meeting. The report, as distributed, included the following attachments:

- | | |
|----------------|--|
| Attachment I | Minutes of Forward Planning Committee, 2/8/71 |
| Attachment II | A Revised Approach to Getting Funds and Presenting Budget Requests, ESCOP Legislative Subcommittee, Draft of 10/29/70 as amended to include a revised Procedure Section, 2/15/71 |
| Attachment III | Tables and Instructions to Obtain Inputs from Western Directors to Effectuate A <u>Revised Approach to Getting Funds and Presenting Budget Requests</u> |
| Attachment IV | Membership of House and Senate Subcommittees on Agricultural Appropriations |
| Attachment V | Directors' Representatives to Agricultural Organizations |
| Attachment VI | <u>Composition of Planning System Proposed (draft of 2/15/71) and copies of correspondence pertaining to the status of Planning and Implementation of Agricultural Research on a Regional and National Basis</u> |
| Attachment VII | Statements of Expenditures WDAL and Recording Secretary Function July 1, 1970 - February 28, 1971 |

A shortened version of the DAL Report follows. (The draft version, as distributed, with attachments, is on file in the DAL office.)

APPENDIX

8.0 REPORT OF DIRECTOR-AT-LARGE
TO WESTERN DIRECTORS

Tucson, Arizona
March 3, 1971

8.1 Congressional Support Activities

The minutes of the Forward Planning Committee meeting, February 8, 1971 contained the following statement with respect to the Legislative Subcommittee statement, "A Revised Approach to Getting Funds and Presenting Budget Requests":

"There was general agreement that this is a sound, basic, and perhaps elementary document of primary significance with respect to 'getting funds'. The group fully supports the plan and will recommend its adoption (with amendments as suggested by the Legislative Subcommittee and others) by the Western Directors."

As you know, this document is being reviewed within each of the regional Directors' groups. There are indications that the reaction is favorable, in principle, in all quarters and that the statement will become a major policy document for the Legislative Subcommittee, for ESCOP, and for our continuing efforts in the planning and implementation of agricultural research on a state, regional, and national basis.

As you will note from the statement of Rationale on page 2 of the report, the foundation of proposed congressional support activities is to be that of the individual states' representatives with their own Congressmen. "..... the principal support of the budget cannot be delegated to the Legislative Subcommittee or to anyone else -- it is the responsibility of each state with its own Congressional delegation."

For the individual state efforts to be effective, however, the individual state components of the program must be developed and presented in a manner that will be meaningful and convincing to members of Congress. In the judgment of the ESCOP Liaison Committee,

APPENDIX

tentatively concurred in by the Legislative Subcommittee, this means a program that is evolved of fairly substantial building blocks. It means that we must look at the matter of developing a proposed research program from the point of view of its salability to the Congress as well as its effectiveness within the station.

The current attempt to put this in pragmatic terms is provided under III. Procedure (revised 2/15/71). Lest we become buried in Procedure, however, let us recapitulate:

- 8.11 Principal reliance is to be placed on contacts made by representatives of the individual states;
- 8.12 Secondary reliance is to be placed on the necessary aggregation of state inputs to national packages and their support through required channels by the Legislative Subcommittee and others;
- 8.13 It is anticipated that both processes will be strengthened by the continuous interactions between them.
- 8.14 A list of members of the Committee on Appropriations, Subcommittee on Agriculture, Senate (and Environmental and Consumer Protection -- House) for the 92nd Congress, First Session follows:

Senate: Gale W. McGee, Wyoming, Chairman
John Stennis, Mississippi
William Proxmire, Wisconsin
Robert C. Byrd, West Virginia
Michael J. Mansfield, Montana
Daniel Ken Inouye, Hawaii
Roman L. Hruska, Nebraska
Milton R. Young, North Dakota
Karl E. Mundt, South Dakota
Hiram L. Fong, Hawaii
J. Caleb Boggs, Delaware

House : Jamie L. Whitten, Mississippi, Chairman
William H. Natcher, Kentucky
W. R. Hull, Jr., Missouri
George Edward Shipley, Illinois
Frank E. Evans, Colorado
Mark Andrews, North Dakota
Robert H. Michel, Illinois
William J. Scherle, Iowa

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selecting candidates for Directors' representatives to organizations for recommendation to the Chairman of ESCOP who, if the plan is adopted, will make the appointments. The ESCOP Liaison Committee would provide continuing "service" to the activity as described in the white paper.

The plan provides for the Chairman of ESCOP to appoint a Directors' representative to each of the significant organizations. The Directors' representative, probably one of the SAES directors, associate directors, or assistant directors, will have as his responsibility maintenance of contact with the organization to which he is assigned. The Directors' representative, in each case where feasible, will be someone who has a close working relationship already with key people within the organization for which he is to serve as the Directors' representative. It will be his further responsibility to maintain this kind of relationship and/or to develop and improve it over time.

The purpose of the continuing efforts of the Directors' representative to the organization for which he is selected is to keep the organization informed of current research underway and of plans for the future. He also will serve as a means for improved communication in the other direction, that is, from the organization to the research community.

Each Directors' representative will be asked to make an annual report to the Chairman of the Legislative Subcommittee. Such reports will provide a record of meetings attended, contacts made, and of suggestions received with respect to research programming and related matters.

The "Regional Directors" will help the Chairman of ESCOP and the Chairman of the Legislative Subcommittee. They will: (1) Develop an initial, suggested list of organizations and of Directors' representatives; (2) Review the reports of Directors' representatives; (3) Suggest amendments and/or improvements in the program as it evolves; and (4) Suggest changes in Directors' representatives as needed because of vacancies due to retirement, job changes, and for other reasons.

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I have taken this much time to discuss with you the general topic of Congressional activities and to outline some of the steps that are being taken under this heading for two reasons:

1. I believe this is an important item; and
2. Your understanding of what is underway will lead not only to improved procedures as the program evolves, but also to better data as we seek to implement the plan now evolving.

8.2 Planning and Implementation of Agricultural Research on a Regional and National Basis

This is another matter that was referred by ARPAC to ESCOP, by ESCOP to the four regional groups and by them, in turn, to subcommittees for evaluation and comment back to the regional groups for proposed action to ESCOP, ARPAC, and so forth. There is evidence of agreement, in principle, but continuing involvement of the procedure. The draft of 2/15/71, Composition of Planning System Proposed, follows.

I. Six Regional Planning Groups (RPG's) in Each Region

- A. Purpose: Each to review a portion of the total research program for the region; to recommend priorities among research activities that could be undertaken within several levels of funding (including no increase); to recommend allocations among States and USDA; and to recommend the locations for the research to be undertaken. Each would be authorized to request the assistance of ad hoc advisory groups.

B. Subject Areas and RPA'S:

1. Conservation, Development and Use of Natural Resources
RPA's 101-109; 112-113; 214; 901-902; 904.
2. Forests and Forest Products
RPA's 110-111; 201-203; 301-303; 401; 502; 512-513; 903.

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3. Crops and Crop Products
RPA's 204-206; 304-306; 402-404; 207-209;
307-309; 405-408; part of 501.
4. Animal and Animal Products
RPA's 210-213; 310-313; 317; 409-412;
part of 501.
5. Human and Community Resource Development;
Consumer Health, Nutrition and Well-Being
RPA's 801-806; 905-908; 701-709.
6. General Support and Public Policy Issues
RPA's 114; 314-316; 318; 503; 506-511;
601-604; 807-808.

- C. Membership: Not more than eight members each,
one-half from SAES and one-half from federal
research agencies.

The SAES members would be named by the Chairman
of the Regional SAES Directors' Association;
the USDA members would be named by the Director,
Science and Education.

- D. Leadership: Each would have an SAES Co-chairman
named by the Chairman of the Regional SAES
Directors' Association and a USDA Co-chairman
named by the Director, Science and Education.
- E. Technical and Ad Hoc Committees: As required.

II. One Regional Planning Committee (RPC) in Each Region

- A. Purpose: To coordinate the activities of the
six RPG's; to seek to accommodate the special
needs advanced by each RPG while still pro-
viding optimum balance for the region as a
whole; to recommend priorities for the region.
- B. Subject Areas and RPA's: All.
- C. Membership: Co-chairmen of RPG's.
- D. Leadership: Each would have an SAES Co-chairman
named by the Chairman of the Regional SAES
Directors' Association and a USDA Co-chairman
named by the Director, Science and Education.

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E. Technical and Ad Hoc Committees: As required.

III. One National Planning Committee (NPC)

A. Purpose: To array the needs of the four regions into, or within the context of, a national program.

B. Subject Areas and RPA's: All.

C. Membership: Co-chairmen of RPC's plus six USDA Deputy Administrators (four from ARS, one from ERS and one from FS) plus Committee of Nine.

D. Leadership: An SAES Co-chairman named by the Chairman of ESCOP; a USDA Co-chairman named by the Director, Science and Education.

E. Technical and Ad Hoc Committees: As required.

IV. ARPF and ARPAC

NPC reports to ARPF and ARPF to ARPAC. Planning inputs would flow from the local to the national level under the general surveillance of ARPF and ARPAC. Inter- and multi-disciplinary attention, interaction of scientists and administrators and interactions among and between research agencies would be attained by careful selection of members of the RPG's, RPC's and NPC. Budgeting would continue to be handled under ARPF'S supervision as the staff arm of ARPAC.

V. Staff (CSRS)

Three types of staff assistance are proposed: (1) Coordination; (2) Analytical; and (3) Research on resource allocation theory, methodology and procedures.

1. A minimum of nine coordinators is proposed: One each for the four regional groups of six RPG's; one for each of the RPC's and one for the NPC.

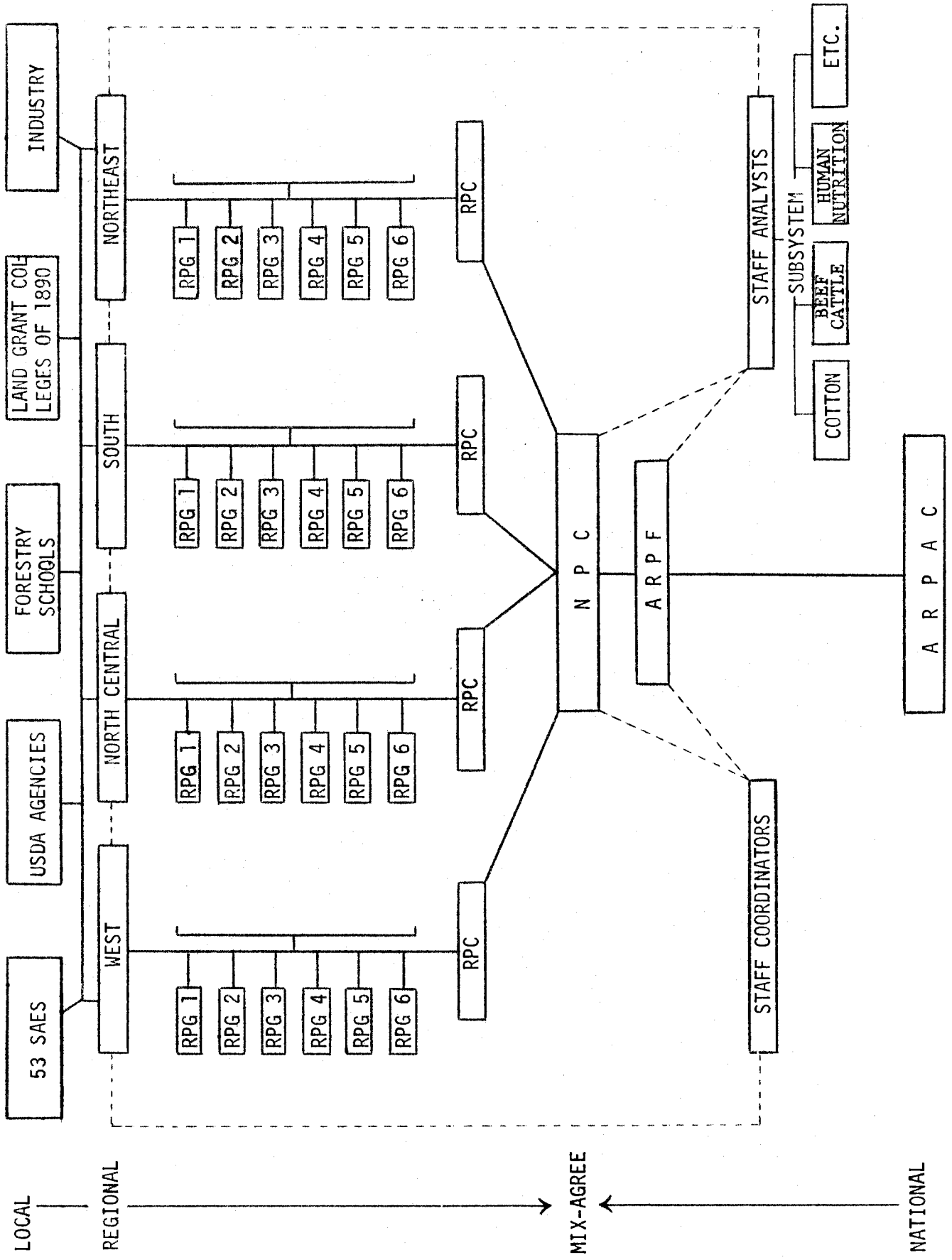
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2. Ultimately, subsystem analyses of some such type as come out of the pilot-scale studies for human nutrition, beef cattle and cotton should be provided. Using the best available techniques and personnel such analyses should be available to aid in the decision-making process (by Directors and Administrators, as before).
3. Continuing and expanded research are needed as aids to the planning and resource allocation process. It is recommended that a center for such research be established and funded.

It is indicated that staff assistance would be provided by CSRS as the operating agency within S & E best able to do so. CSRS has no primary research functions. CSRS would utilize "experts" from component research agencies and institutions.

VI. The Most Important Component

A high degree of desire, motivation and commitment of participants to the process; muting of vested interests; and use of the outcome of the planning process in the decision-making process.



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8.3 AGRICULTURE - WESTERN REGIONAL DIRECTOR

STATEMENT OF EXPENDITURES

JULY 1, 1970 TO FEBRUARY 28, 1971

	<u>APPROPRIATION</u>	<u>EXPENDITURES</u>	<u>ENCUMBRANCE</u>	<u>BALANCE</u>
General Assistance	\$28,965.96	\$25,563.63	\$ -0-	\$ 3,402.33
Supplies and Expense	13,526.01	*6,977.50	55.50	6,493.01
Equipment and Facilities	195.44	-0-	-0-	195.44
Employee Benefits	<u>2,700.09</u>	<u>2,384.08</u>	<u>-0-</u>	<u>316.01</u>
Total	<u>\$45,387.50</u>	<u>\$34,925.21</u>	<u>\$55.50</u>	<u>\$10,406.79</u>

*Itemization of Expenditures:

Central Steno	\$ 275.03
Mailing Charges	246.66
Telephone	379.51
Travel	5,522.11
Storehouse	128.73
Garage	40.84
Printing	21.00
Library	119.33
Direct Charge, K#, Misc.	<u>244.29</u>
Total	<u>\$ 6,977.50</u>

Receipts:

August 3, 1970	\$14,000.00
October 2, 1970	16,000.00
January 29, 1971	12,761.25
Balance Carried Forward: July 1, 1970	2,238.75
Encumbered:	<u>387.50</u>

\$45,387.50

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8.3 AGRICULTURE - WESTERN REGIONAL RECORDING SECRETARY

STATEMENT OF EXPENDITURES

JULY 1, 1970 TO FEBRUARY 28, 1971

	<u>APPROPRIATION</u>	<u>EXPENDITURE</u>	<u>ENCUMBRANCE</u>	<u>BALANCE</u>
Operating Expense and Equipment	<u>\$10,500.00</u>	<u>\$2,405.03*</u>	<u>-0-</u>	<u>\$8,094.97</u>

*Itemization of Expenditures:

Central Steno	\$ 50.35
Mailing Charges	194.37
Travel	1,372.05
Storehouse	11.00
Direct Charge, K#, Misc.	581.82
Equipment	<u>195.44</u>
Total	<u>\$2,405.03</u>

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9.1 Discussion of Planning and Implementation of
Agricultural Research on a Regional and National
Basis During FPC Report

During presentation of the FPC Report Director Leyendecker asked DAL Buchanan to lead discussion on the planning system proposed. Buchanan did so, referring particularly to the 2/15/71 draft of the planning system proposed.

Questions were raised concerning the number of people who would be involved in the planning process. Buchanan reiterated that the policy questions to be decided include:

- 1) Should we plan at all?
- 2) If so, should we plan in cooperation with USDA?
- 3) Should our cooperative planning encompass more than RRF?
- 4) Should planning be on a continuing basis?
- 5) If "Yes" answers are given to the policy questions, how do we then proceed?

The 2/15/71 statement presents one means by which to proceed in the event positive answers are given to the policy questions. It differs from present planning efforts in that it seeks to combine these in a systematic way, to extend them to a continuing system, and to utilize more staff assistance, more effectively.

9.11 Substantive comments and questions concerning the present proposal were offered by L. D. Swindale, Hawaii, and D. L. Oldenstadt, Washington.

9.111 Director Swindale supported the planning process and most of the organization, but not all of it. He suggested that FPC needs to obtain suggestions from other sources and to give further study to the system proposed. The fact that the system proposed is not a development strategy is a weakness, he said. There

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are a number of ecological problems, and of economic and marketing problems that do not conform to geographic boundaries. The mix of RPA's used will perpetuate a present problem of too much emphasis on one side of the research effort and not enough on the other. The input-orientation of the system is insufficient. He raised the question, What about the PPB System? There are good things about it that make more sense than the system proposed.

9.112 Director Oldenstadt expressed himself also as being in favor of planning, in principle. His questions about the present proposal included the following:

- 1) Can we afford 250 or more planners?
- 2) Can four SAES representatives plan and allocate resources for the entire region?
- 3) Should there not be unequal representation on some of the committees for USDA and SAES representatives proportionate to the number of SMY's for each in each line of work?
- 4) Can you really do away with any of the planning activities that are underway?
- 5) Are you not simply adding to the current planning effort?
- 6) Do you visualize a reduction of planning by individuals and departments?
- 7) Have you not addressed yourself more to the planning process for future research than for the purpose of obtaining additional funds?
- 8) Would it not be more appropriate to pay additional attention to the matter of planning in a way that would encourage fund increases?

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- 9.113 Dean Myers stated that he was all for planning, but when you came right down to it, getting funds is the essential thing.
- 9.12 Buchanan responded to the questions raised by Swindale, Oldenstadt, and Myers with the comment that he was especially appreciative of this kind of discussion. He hoped that these men and others in the group would send him communications in which the thoughts are spelled out and in which they suggest alternatives. It is true, he said, that the planning system proposed will represent a substantial increase in the investment in the planning process. It is also true that the major thrusts, thus far, in the planning effort have been to seek to improve the effectiveness of research. If this is accomplished, it should have a salutatory effect, indirectly, on additional support. The budgeting process (the document of the Legislative Subcommittee and related items) is aimed more at the salability of research proposals. Further effort will be needed to bring the planning and budgeting systems proposed into agreement that is satisfactory to all concerned and that will accomplish the desired results.

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10.0 REPORT OF REGIONAL RESEARCH COMMITTEE

Western Association
of Agricultural Experiment Station Directors

Tucson, Arizona
March 4, 1971

RRC met March 1 and 2, 1971 and the evening of March 3.

Present: Members

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

Others

WAESD	- C. F. Kelly, WD Chairman
	- M. T. Buchanan, DAL and Recording Secretary
CSRS	- James Turnbull
Arizona	- R. K. Frevert
	- D. F. McAlister
	- R. D. Ensign (on leave)

10.1 RRC considered eight regional project outlines, five proposals for WRCC's, two new task force reports and recommendations contained in previous ones, continuing and recommended "off-the-top" allocations, personnel assignments and other items.

10.2 General Comments and Recommendations

10.21 As a result of experience at this and preceding meetings, RRC concludes that something needs to be done to improve the process of receiving materials for RRC action. Materials pertaining to some items on the agenda did not show-up at all, some were received without apparent sponsorship or adequate identification, some were in possession of only one or two members of RRC, and so forth.

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RRC recommends that one good copy of each item be sent to the Recording Secretary. He will make copies and distribute them. The RRC agenda will include those items for which the Recording Secretary has received materials two weeks in advance of RRC meetings.

(Action of Western Directors: PASSED.)

- 10.22 Most project proposals are coming in in a manner that is not completely in keeping with the Manual of Procedures for Cooperative Regional Research, CSRS-OD-1082 as revised. Administrative Advisors' attention is called particularly to item 5, Procedures, in Appendix B of this document. Especially lacking in the project proposals received recently is an indication of the actual work to be done and the SMY's to do it, by states.

10.3 Regional Project Actions

- 10.31 The following projects are scheduled to terminate June 30, 1971:

- W-40 Utilization of Heterosis in Forage Crops - R. D. Ensign
- W-65 Hydraulics of Surface Irrigation - R. K. Frevert
- W-78 Selection for Hatchability of Turkey Eggs at Different Altitudes - M. J. Burris
- W-89 Characterization of Habitat-Types of Sagebrush Ranges - D. F. Hervey
- W-90 Ecological Life Histories of Selected Western Range Plants - D. F. Hervey
- W-91 Species Differences in Lipid Metabolism of Man and Certain Laboratory Animals - N. W. Hilston
- W-92 Physiological Factors Affecting Grasshopper Populations - E. G. Linsley

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- W-94 Range Livestock Nutrition
- N. W. Hilston
- W-95 Endocrine Mechanisms Controlling
Bovine Reproduction - N. W. Hilston
- W-96 Bacterial Diseases of Beans
- R. D. Ensign
- W-103 Performance of Permanent Press
Garments in the Western Region
- C. E. Clark
- W-105 Criteria for Defining Rural
Development Areas - G. B. Wood
- WM-55 Methods of Measuring Textural
Quality of Fruits and Vegetables
- D. L. Oldenstadt
- WM-57 Consumption and Use Patterns for
Dairy Products and Their Substitutes
- R. E. Ely
- WRCC-2 Methodology in Food and Nutritional
Educational Programs - D. W. Bohmont

- 10.32 Regional Project Outlines recommended by the Western Directors for initiation on July 1, 1971 should be signed by the Administrative Advisors, forwarded to the Chairman of Western Directors for his signature and transmittal to the Committee of Nine. They should reach the Chairman of W.D. by March 20, 1971 if they are to receive consideration by the Committee of Nine at its April meeting. Dates have not been established yet for the meeting of the Committee of Nine normally held in June. It is possible that some projects would be approved by the Committee of Nine at its June meeting. Administrative Advisors are reminded, however, that the Directors' planning process for the use of F.Y. 1972 resources is facilitated by earlier project action than would be possible following the June meeting of the Committee of Nine.

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10.33 Regional Research Project Proposals

10.331 Project "Clean West"

A progress report was received from Director A. F. McCalla, California, Administrative Advisor of the Ad Hoc Technical Committee. During lengthy discussion concern was expressed by members of RRC regarding the broad nature of the topic and proposal and especially regarding the "Board." There was agreement that most of the duties outlined for the Board would be more appropriately handled by the Western Directors.

It is RRC'S recommendation that the Western Directors accept the progress report with thanks and encourage the Administrative Advisor to proceed to develop (with the Ad Hoc Technical Committee or a subcommittee of it) a project proposal that will encompass and have as its objectives the items A-D listed under Procedure in the short, draft project statement that accompanied the progress report:

- A. Construct a model of the social, aesthetic, biological and physical environments of the west
- B. Estimate the amounts of energy and the materials involved
- C. Develop criteria for relative importance and identify critical points
- D. Develop functions and relate control, actions, and rates of use.

The project proposal should be developed according to the regional research format; its scope should be limited to the objectives as stated

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above; and it should be received by the Recording Secretary for distribution to RRC not later than July 16, 1971.

(Action of Western Directors: PASSED.)

- 10.332 "Factors Affecting Variations in Levels, Distribution and Sources of Income"

Correspondence was received from Director Oldenstadt, Washington, Administrative Advisor to the Ad Hoc Technical Committee conveying information to RRC that as a result of receiving comments from RRC'S informal review of a proposal at RRC'S November 1970 meeting and noting the small commitment of SMY's, the Ad Hoc Technical Committee concluded that no further activity is warranted at this time. Administrative Advisor Oldenstadt recommended that Western Directors adopt this conclusion and encourage the scientists who expressed an interest in this Ad Hoc Technical Committee to join W-113, "Improvement of Income for Disadvantaged People in Non-Metropolitan Areas". RRC concurs and so recommends to Western Directors.

(Action of Western Directors: PASSED.)

- 10.333 "Structural Changes in Agricultural Industries: Causes and Impacts"

An outline for a proposed regional research project bearing this title was received from Director C. P. Wilson, Hawaii, Administrative Advisor to the Ad Hoc Technical Committee. The proposal did not contain a record of SMY's nor of the specific activities proposed by participating states.

RRC recommends approval of this project proposal for the period July

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1, 1971 to June 30, 1974 subject to its being brought into compliance with the "manual", specifically those sections dealing with identification and division of work. The revised project statement is to be forwarded to the Chairman of Western Directors for his approval and transmission to the Committee of Nine. C. P. Wilson is asked to continue as Administrative Advisor.

(Action of Western Directors: PASSED.)

- ✓ 10.334 "Economic and Social Impact of Adjustment in Use of Agricultural Chemicals"

A proposed regional research project bearing this title was submitted by Director D. W. Bohmont, Nevada, Administrative Advisor for the Ad Hoc Technical Committee.

RRC recommends approval of this project proposal for the period July 1, 1971 to June 30, 1976 subject to its being returned to the Administrative Advisor for a delineation of actual work assignments and SMY's by states. The project proposal is then to be submitted to the Chairman of Western Directors for his approval and transmission to the Committee of Nine. Director Bohmont is asked to continue as Administrative Advisor.

(Action of Western Directors: PASSED.)

- 10.335 "Economic and Social Significance of Human Migration for the Western Region"

A regional research project proposal with this title was received from Director C. P. Wilson, Hawaii, Administrative Advisor for the Ad Hoc Technical Committee.

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RRC recommends approval of this project proposal for the period July 1, 1971 to June 30, 1976 subject to its being returned to the Administrative Advisor with the request that the activities by states with manpower assignments be added. The project proposal is then to be submitted to the Chairman of Western Directors for his approval and transmission to the Committee of Nine. Director C. P. Wilson is asked to continue as Administrative Advisor.

(Action of Western Directors: PASSED.)

- 10.336 "Nutrition and Food Acceptance as Related to Selected Environmental Factors"

A regional research project proposal with this title was received from Director P. J. Leyendecker, New Mexico, Administrative Advisor for the Ad Hoc Technical Committee assigned to develop a proposal in this area.

RRC recommends approval of this project proposal with Director Leyendecker as Administrative Advisor for the period July 1, 1971 to June 30, 1976.

(Action of Western Directors: PASSED.)

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my. 10.337 "Institutional Structures for Improving Rural Community Services"

A copy of a proposal bearing this title was received from Director G. B. Wood, Oregon, Administrative Advisor to W-105 "Criteria for Defining Rural Development Areas".

RRC recommends approval of the proposal, "Institutional Structures for Improving Rural Community Services" as a new project with Director Wood as Administrative Advisor for the period July 1,

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1971 to June 30, 1974.

(Action of Western Directors: PASSED.)

10.338 "Multiple Uses of Wildland Areas"

RRC was informed that comments regarding continuing multiple uses of forest and range lands in a single, regional project have been noted by Director J. A. Zivnuska, California, Administrative Advisor for the Ad Hoc Technical Committee to develop a project proposal in this area. It is understood that such a proposal is being prepared and that it will be sent through the Chairman of Western Directors to the Committee of Nine in accordance with RRC'S previous recommendations.

10.339 "Western Region Area Development Research Center"

The regional project proposal bearing this title was received from Director G. B. Wood, Oregon. The proposal was submitted to further the program previously considered under the heading, Rural Development Research Center.

The effective action on this proposal was taken by the Western Directors prior to the presentation of the RRC Report.

Leyendecker moved, Myers seconded, that the Western Directors establish a rural development center at Oregon State University. Bohmont moved, Hilston seconded, to amend the motion by adding the words, "and authorize the Oregon State Director to negotiate with each of the Western Directors as to how each station will plan to participate in programs and financial commitments".

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The amendment PASSED unanimously.
The main motion PASSED unanimously.

Myers moved, Ensign seconded, that the Western Directors support as highest priority for the Western Region a request to CSRS from the Oregon State Experiment Station for a special grant for a rural development program beginning in Fiscal Year 1971. Hervey moved, Rasmussen seconded, to amend the motion to read Fiscal Year 1972 in place of Fiscal Year 1971.

The amendment carried with all voting "Aye", except Arizona and Utah for which "Nay" votes were recorded.

On the main motion a show of hands was requested with the following result:

Favor - Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Washington

Oppose - California, Hawaii, Utah, Wyoming

Burris moved, Day seconded, that the outline submitted by Oregon entitled, "Western Region Area Development Research Center" be approved in principle, as a regional project and that Director G. B. Wood, Oregon, be designated Administrative Advisor for the period March 1, 1971 to July 1, 1974.

MOTION PASSED.

Discussion followed with Turnbull, CSRS, during which Chairman Kelly asked that the Minutes show that money may be transferred from one state to another within one fiscal

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year without cooperative agreements but that the cooperative agreement approach is necessary for the "carry-over" of funds to the next fiscal year.

10.34 Proposed extension of WM-57 "Consumption and Use Patterns for Dairy Products and Their Substitutes"

RRC received correspondence from Director R. K. Frevert, Arizona, and Dr. R. C. Angus, Arizona, Chairman of the WM-57 Technical Committee in lieu of correspondence from the Administrative Advisor of WM-57, Director R. E. Ely of Nevada (who is on leave) regarding the extension of WM-57.

RRC recommends that WM-57 be allowed to terminate as scheduled on June 30, 1971. RRC trusts that the further work needed under this project may be accomplished by June 30, or, if not, by individual states thereafter.

(Action of Western Directors: PASSED.)

10.4 Task Force Reports and Related Matters

10.41 "Soil and Land Use"

A task force report was received from Director W. H. Foote, Oregon, Administrative Advisor to the task force. Western Directors expressed appreciation to Director Foote and to the task force for this report.

RRC recommends that an Ad Hoc Technical Committee be authorized, with Director Swindale of Hawaii as Administrative Advisor, to prepare a proposed regional research project pertaining to Alternative Uses of Land and Appraisal of Soil Resources. The Ad Hoc Technical Committee is requested to lay out a specific researchable project for intensive attention to the problems proposed, and to submit the proposal to RRC for consideration and possible recommendation to Western Directors in time to permit activation

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of the proposal by July 1, 1972. (This effectively means that the project proposal should be in the hands of RRC two weeks in advance of the "Spring" 1972 meeting of Western Directors.)

(Action of Western Directors: PASSED.)

10.42 "Plants to Enhance Man's Environment"

A task force report was received from Director J. E. Kraus, Idaho, Administrative Advisor to the task force. Western Directors expressed appreciation to Director Kraus and to the task force for this report.

The task force identified five areas of research. RRC recommends that an Ad Hoc Technical Committee be assembled to develop a regional project outline on proposal number 2, Identification and Evaluation of Plants that Could be Better Adapted as Ornamentals in Man's Environment. Director Kraus is recommended as Administrative Advisor and is requested to submit a project proposal to RRC for review and recommendation at the "Spring" 1972 meeting.

(Action of Western Directors: PASSED.)

10.43 "Corn and Grain Sorghum"

Discussion led by Director M. L. Wilson, New Mexico, Administrative Advisor to the task force, indicated that there is limited interest, apparent, in cooperative regional research on these crops.

RRC recommends that the assignment of a task force report in this area be withdrawn.

(Action of Western Directors: PASSED.)

10.44 "Sugar Crops"

Discussion led by Director L. C. Ayres, Wyoming, Administrative Advisor to the task

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force, indicated limited interest, apparent, in cooperative regional research on these crops.

At the Western Directors' meeting Ayres moved, Leyendecker seconded, that the assignment of a task force report in this area be withdrawn.

(Action of Western Directors: PASSED.)

- 10.45 In accordance with prior instructions RRC reviewed all task force recommendations including priorities recommended to the Western Directors by established and new task forces.

- 10.451 Regional research on the use of soil in the disposal of wastes has been mentioned and/or recommended in a number of task force reports -- Environmental Quality, the Ad Hoc Committee on the Social and Economic Implications of Environmental Pollution, and the Soil and Land Use Task Force.

RRC recommends that an Ad Hoc Technical Committee be organized with Director D. D. Johnson of Colorado as Administrative Advisor to develop a regional project proposal on The Soil as a Waste Treatment System. A report is requested in time for consideration by RRC at its "Spring" 1972 meeting.

(Action of Western Directors: PASSED.)

- 10.452 The topic of greenhouse culture which originated in part from the review of the task force on Farm Labor and Mechanization was discussed. The matter will be reconsidered when the task force on Vegetables is in hand. No action is proposed at this time.

- 10.453 RRC acknowledges receipt of a letter from Dr. Rue Jensen, Colorado, concerning the problem of eosinophilic

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myositis, a disease condition occurring in feed-lot cattle. No action is recommended on this matter at this time.

10.5 Western Regional Coordinating Committee Proposals

- 10.51 A request was received from Director G. B. Wood, Oregon, for the establishment of a WRCC in the area of Stored Product Insect Control.

RRC recommends that WRCC-5 Stored Product Insect Control with Director W. H. Foote, Oregon, as Administrative Advisor, be authorized for the period March 1, 1971 to June 30, 1973.

(Action of Western Directors: PASSED.)

- 10.52 A petition for WRCC on the Relationship of Environment to the Utilization of Textiles and Clothing was received from Director C. E. Clark, Utah.

RRC recommends denial of this request.

(Action of Western Directors: MOTION FAILED. A substitute motion was made by Clark, seconded by Hervey, that WRCC-9 on Relationship of Environment to the Utilization of Textiles and Clothing be approved for the period July 1, 1971 to June 30, 1974. MOTION PASSED.

Director Clark is requested to serve as Administrative Advisor.)

- 10.53 A petition for the establishment of a WRCC on the Hydraulics of Surface Irrigation was received from Director R. K. Frevert, Arizona.

RRC recommends approval of WRCC-6 Hydraulics of Surface Irrigation with Director Frevert as Administrative Advisor for the period July 1, 1971 to June 30, 1973.

(Action of Western Directors: PASSED.)

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- 10.54 A petition was received for the establishment of a WRCC on Growth and Development of Range Plants from Director D. F. Hervey, Colorado.

RRC recommends the formation of WRCC-7 on Growth and Development of Range Plants with Director Hervey as Administrative Advisor for the period July 1, 1971 to June 30, 1974. This committee should be coordinated with GP-9.

(Action of Western Directors: PASSED.)

- 10.55 A petition recommending the formation of a WRCC on Range Livestock Nutrition was received from Director N. W. Hilston, Wyoming.

RRC recommends the formation of WRCC-8 Range Livestock Nutrition with Director Hilston as Administrative Advisor for the period July 1, 1971 to June 30, 1974. RRC suggests that special attention be given to the interdisciplinary aspects of this committee.

(Action of Western Directors: PASSED.)

10.6 Trust Fund Allocations

- 10.61 A summary report of requests and recommended allocations for Fiscal Year 1972 is presented in Table 1. RRC recommends approval of the amounts indicated under Fiscal Year 1972 with the understanding that the allocation to Washington for W-6 will be finally determined after salary increases are established. The amount of increase is to be the actual amount needed, not to exceed \$4,901.

(Action of Western Directors: PASSED.)

- 10.62 RRC recommends to the Western Directors that CSRS be formally notified by way of the minutes of this meeting of the need to provide the \$6,500 for F.Y. 1971 for the Cooperative Agreement between the Economic

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Research Service and the Montana Agricultural Experiment Station to support the Western Agricultural Economics Research Council (as provided by action of Western Directors at their Spring 1970 meeting).

(Action of Western Directors: PASSED.)

10.7 Personnel Assignments

10.71 Actions taken under preceding sections of this report:

<u>Project</u>	<u>Administrative Advisor</u>
W- Structural Changes in Agricultural Industries: Causes and Impacts	C. P. Wilson, Hawaii
W- Economic and Social Impact of Adjustment in Use of Agricultural Chemicals	D. W. Bohmont, Nevada
W- Economic and Social Significance of Human Migration for the Western Region	C. P. Wilson, Hawaii
W- Nutrition and Food Acceptance as Related to Selected Environmental Factors	P. J. Leyendecker, New Mexico
W- Institutional Structures for Improving Rural Community Services	G. B. Wood, Oregon
W- Multiple Uses of Wildland Areas	J. A. Zivnuska, California
W- Western Region Area Development Research Center	G. B. Wood, Oregon

APPENDIX

Ad Hoc Technical Committees

Alternative Uses of Land and
Appraisal of Soil Resources

Identification and Evaluation
of Plants that Could be
Better Adapted as Ornamentals
in Man's Environment

The Soil as a Waste Treatment
System

Administrative Advisor

L. D. Swindale, Hawaii

J. E. Kraus, Idaho

D. D. Johnson, Colorado

Western Regional Coordinating
Committees

WRCC-5 Stored Product Insect
 Control

W. H. Foote, Oregon

WRCC-6 Hydraulics of Surface
 Irrigation

R. K. Frevert, Arizona

WRCC-7 Growth and Develop-
 ment of Range Plants

D. F. Hervey, Colorado

WRCC-8 Range Livestock
 Nutrition

N. W. Hilston, Wyoming

WRCC-9 Relationship of
 Environment to the
 Utilization of
 Textiles and Clothing

C. E. Clark, Utah

10.72 The following changes in Administrative
 Advisors also are recommended:

Project

Administrative Advisor

W-84 Environmental Improve-
 ment Through Biological
 Control and Pest
 Management (1974)

W. M. Dugger, California

W-92 Physiological Factors
 Affecting Grasshopper
 Populations (1971)

E. G. Linsley, California

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- W-97 Assessing Big Game
 Management Alternatives
 Through Bio-economic
 Models (1972) M. L. Wilson, New Mexico
- W-100 Reproductive Diseases
 of Livestock (1972) Rue Jensen, Colorado
- W-109 Codling Moth Population
 Management in the
 Orchard Ecosystem (1974) B. E. Day, California
- WM-33 Identification and
 Characterization of
 Biochemical and Bio-
 physical Factors Related
 to Beef Quality and
 Marketability (1972) M. J. Burris, Montana
- WM-55 Methods of Measuring
 Textural Quality of
 Fruits and Vegetables
 (1971) D. L. Oldenstadt, Washington

Task Force

Administrative Advisor

Bees and Other Pollinating
Insects and Insects
Affecting Man

W. M. Dugger, California

- 10.73 A listing of Directors within the Western
 Region who are Administrative Advisors to
 Regional Research Projects, Task Forces, Ad
 Hoc Technical Committees to develop project
 proposals, and Coordinating Committees
 follows (as of March 5, 1971):

Asleson, J. A. W-48; W-68; Task Force on
 Weather Modification;
 WRCC-4

Ayres, L. C. W-56; W-83; WM-59

Bohmont, D. W. W- Economic and Social
 Impact of Adjustment in
 Use of Agricultural
 Chemicals; WRCC-2

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Bullock, R. M.

Burris, M. J. W-78; WM-33; WRCC-1

Carter, L. P.

Clark, C. E. W-103; Ad Hoc Technical
Committee on Study
Natural Toxicants Intrinsic to Foods; Ad Hoc
Technical Committee on
Develop Procedures to
Detect Mycotoxins and
Study the Factors Influencing Their Production;
WRCC-9

Day, B. E. W-108; W-109

Dugger, W. M. W-84; Task Force on Bees
and Other Pollinating
Insects and Insects
Affecting Man

Ely, R. E. W-46; WM-57; Task Force
on Dairy

Ensign, R. D. W-40; W-58; W-61; W-96;
Ad Hoc Technical Committee
on Physiological Criteria
for Forage, Range and
Pasture Plant Breeding;
Task Force on Vegetable
Crops

Foote, W. H. WM-35; WRCC-5

Frevert, R. K. W-51; W-65; W-107; WRCC-6

Henderson, R. W. ...

Hervey, D. F. W-38; W-89; W-90; Remote
Sensing Work-Group; WRCC-7

Hewitt, W. B.

Hill, K. W. W-45; W-67; IR-4

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Hilston, N. W. W-57; W-91; W-94; W-95;
Task Force on Sheep and
Animals Other Than
Cattle and Swine; WRCC-8

Jensen, Rue W-100; W-102; W-112

Johnson, D. D. W-111; Task Force on
Fruit; Ad Hoc Technical
Committee on The Soil
as a Waste Treatment
System

Kallander, R. M. ...

Kelly, C. F. W-99; W-106; WRCC-3

Kraus, J. E. W-64; IR-1; IR-2; Ad Hoc
Technical Committee on
Identification and
Evaluation of Plants
that Could be Better
Adapted as Ornamentals
in Man's Environment

Leyendecker, P. J. . W- Nutrition and Food
Acceptance as Related
to Selected Environmental
Factors

Linsley, E. G. W-92

Metcalf, D. S.

McAlister, D. F. ... Task Force on Poultry

McCalla, A. F. Ad Hoc Technical Committee
on Project Clean West

Oldenstadt, D. L. .. WM-55

Pritchard, W. R. ...

Rasmussen, L. W. ... W-104; W-110; Task Force
on Wheat and Other Small
Grains

Stephens, W. P.

Stoutemyer, V. T. ...

APPENDIX

10.61 TABLE 1. REGIONAL ALLOCATIONS TO SPECIAL PROJECTS
FISCAL YEARS 1971 AND 1972

<u>Project & State</u>		<u>FY 71 Allotment</u>	<u>FY 72 Funds Requested</u>	<u>FY 72 Funds Recommended</u>
W-6	Arizona	\$ 1,000	\$ 1,000	\$ 1,000
	Hawaii	2,000	2,000	2,000
	Oregon	500	500	500
	Washington	<u>61,760*</u>	<u>65,661</u>	<u>65,661</u> (or less) <u>1/</u>
	Total W-6	<u>\$ 65,260</u>	<u>\$ 69,161</u>	<u>\$ 69,161</u> (or less)
W-45	Arizona	\$ 5,125	\$ 5,125	\$ 5,120
	Colorado	5,120	5,120	5,120
	Hawaii	5,120	5,120	5,120
	Montana	5,120	5,120	5,120
	Nevada	5,120	5,120	5,120
	Oregon	5,120	5,120	5,120
	Utah	5,120	5,120	5,120
	Washington	5,120	5,120	5,120
	California	<u>10,240</u>	<u>10,240</u>	<u>10,240</u>
	Total W-45	<u>\$ 51,205</u>	<u>\$ 51,205</u>	<u>\$ 51,200</u>
W-57	Arizona	<u>\$ 500</u>	<u>\$ 500</u>	<u>\$ 500</u>
W-84	California	<u>\$ 18,000</u>	<u>\$ 18,000</u>	<u>\$ 18,000</u>
W-106	Montana	\$ 6,500**	\$ 6,500**	\$ 6,500**
	California	<u>10,500***</u>	<u>10,500***</u>	<u>10,500***</u>
Total W-106		<u>\$ 17,000</u>	<u>\$ 17,000</u>	<u>\$ 17,000</u>
GRAND TOTAL		<u><u>\$151,965</u></u>	<u><u>\$155,866</u></u>	<u><u>\$155,861</u></u> (or less)

* Includes \$1,000 for costs of publishing 20-year report.

** For WAERC.

*** For Recording Secretary function in Office of WDAL.

1/ Actual increase to be determined after salary and other increases, if any, are known.

APPENDIX

14.0 COMMITTEE OF NINE REPORT TO WESTERN DIRECTORS

March 4, 1971

- 14.1 The Committee of Nine met in New Orleans, Louisiana, December 9-11, 1970 and transacted considerable business.

The 1971 Agricultural Appropriations Bill had been passed by the Congress immediately previous to the meeting and there was considerable discussion on the most advisable disposition of the regional research funds provided by this bill, particularly those funds which were earmarked for rural development. There was a considerable body of opinion, including a significant amount of support in the Western Region, to the end that the Committee of Nine should take sufficient regional research funds off the top of the allocation to establish four regional rural development centers--one in each region. There was much discussion both for and against such a procedure by the Committee of Nine. No consensus arose in the Committee, however, and the matter was finally disposed of by the Committee resolving to encourage the development of regional research projects for the purpose of coordination of rural development research on a regional and national basis. This had the effect of referring the matter to the regions and ultimately to the stations.

There were two main arguments raised against the possibility of taking money off the top to establish regional centers. These arguments were:

1. It may have been the intent of the legislation to discourage regional centers since they were apparently deliberately removed from the legislation.
2. Some regions already had other plans to implement regional research in rural development.

- 14.2 The alternative procedure to initiate regional research projects as recommended by the Southern Region was fully approved and has since been so announced by CSRS to all Directors. It is also interesting to note that

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a regional project has been inaugurated via this means within the last few weeks by the Southern Region.

- 14.3 Among the projects approved for activation was W-113, "The Improvement of Income for Disadvantaged People in Non-Metropolitan Areas." This was the only western project approved and its initiation date was made January 1, 1971. I am sure all of us appreciate the foresight of Dr. Wood in requesting the January 1, 1971 beginning date for this project since it has been helpful to many stations in the allocation of rural development funds.
- 14.4 IR-4, the inter-regional project on pesticide residues was also extended for a five year period.
- 14.5 It was disclosed at the meeting that many termination reports for regional research projects are not submitted to CSRS in a timely manner. Administrative Advisors are urged to see that termination reports are submitted when projects end.

APPENDIX

34.0 Resolutions

34.1 Resolution 1

WHEREAS, The Western Association of Agricultural Experiment Station Directors, including CSRS representatives and guests, have completed a successful and enjoyable meeting from March 3-5, 1971, at Tucson, Arizona,

NOW, THEREFORE, BE IT RESOLVED, that the Western Association of Agricultural Experiment Station Directors and the CSRS representatives, express their sincere appreciation to the staffs of the University of Arizona and their wives, for their special efforts in providing excellent facilities and services for the business meetings, and for the highly enjoyable social activities.

34.2 Resolution 2

WHEREAS, The Western Association of Agricultural Experiment Station Directors and CSRS representatives appreciate the visitation arrangements made by the Environmental Research Laboratory of the Institute of Atmospheric Physics, University of Arizona,

NOW, THEREFORE, BE IT RESOLVED, that the Western Association of Agricultural Experiment Station Directors and the CSRS representatives, express their appreciation to Dr. Merle Jensen and his staff for the arrangements and program presented to the Directors.

34.3 Resolution 3

WHEREAS, The Western Association of Agricultural Experiment Station Directors, including CSRS representatives and guests were dinner guests of the Arizona Crop Improvement Association, and

WHEREAS, The Arizona Crop Improvement Association also helped provide refreshments to the Western Association of Agricultural Experiment Station Directors during their meeting,

DRAFT
2/24/71

REPORT OF WESTERN DIRECTOR-AT-LARGE
TO WESTERN DIRECTORS

Tucson, Arizona

March 3-5, 1971

1. Congressional Support Activities

The minutes of the Forward Planning Committee meeting, February 8, 1971 contained the following statement with respect to the Legislative Committee statement, "A Revised Approach to Getting Funds and Presenting Budget Requests":

"There was general agreement that this is a sound, basic, and perhaps elementary document of primary significance with respect to 'getting funds'. The group fully supports the plan and will recommend its adoption (with amendments as suggested by the Legislative Subcommittee and others) by the Western Directors."

As you know, this document is being reviewed within each of the regional Directors' groups. There are indications that the reaction is favorable, in principle, in all quarters and that the statement will become a major policy document for the Legislative Subcommittee, for ESCOP, and for our continuing efforts in the planning and implementation of agricultural research on a state, regional, and national basis. I believe the philosophy and procedure represented within this statement merit our most careful attention and action. For

this reason, and also because Joe Asleson asked me to do so, I want to spend the majority of the time available for my report on the general topic, Congressional Support Activities, with the ESCOP Legislative Subcommittee statement as a major jumping off point. I have with me for our joint perusal draft copies of the statement as amended to take account of changes suggested within Legislative Subcommittee, the ESCOP Liaison Committee, et al.

As you will note from the statement of Rationale on page 2 of the report, the foundation of proposed congressional support activities is to be that of the individual states' representatives with their own Congressmen. ".....the principal support of the budget cannot be delegated to the Legislative Subcommittee or to anyone else -- it is the responsibility of each state with its own Congressional delegation."

For the individual state efforts to be effective, however, the individual state components of the program must be developed and presented in a manner that will be meaningful and convincing to members of Congress. In the judgment of the ESCOP Liaison Committee, tentatively concurred in by the Legislative Subcommittee, this means a program that is evolved of fairly substantial building blocks. It means that we must look at the matter of developing a

proposed research program from the point of view of its salability to the Congress as well as its effectiveness within the station.

The current attempt to put this in pragmatic terms is provided under III. Procedure (revised 2/15/71). This statement, in turn, is a summary statement that has evolved from materials prepared to illustrate and later to implement the statement, "A Revised Approach to Getting Funds and Presenting Budget Requests". Following our review of the Procedure statement we shall review some tables and instructions that have evolved, at this stage, designed to obtain from you, as Western Directors, the information needed in order to effectuate the revised Procedure. These are Attachment III.

Lest we become buried in our own proliferation of tables and data pertaining to a couple of fairly simple principles, let us now recapitulate:

1. Principal reliance is to be placed on contacts made by representatives of the individual states;
2. Secondary reliance is to be placed on the necessary aggregation of state inputs to national packages and their support through required channels by the Legislative Subcommittee and others;
3. It is anticipated that both processes will be strengthened by the continuous interactions between them.

So that you will have them readily available, I am reproducing and including as Attachment IV to this report the list of members of the Committee on Appropriations, Subcommittee on Agriculture (and Environmental and Consumer Protection -- House) for the 92nd Congress, First Session. Note that Gale W. McGee of Wyoming is Chairman of the Senate Subcommittee. Other Westerners include Mike Mansfield of Montana, Daniel Ken Inouye and Hiram L. Fong of Hawaii; Frank E. Evans of Colorado is a member of the House Subcommittee.

In addition to the fundamental foundation type of contact described earlier as that which is maintained between states' representatives and their own Congressmen, and that which evolves as a result of the activities of the Legislative Subcommittee, it seems likely that we can make use of other important contacts. Thus, Dale Bohmont has written Gale McGee extending personal congratulations on McGee's appointment as the new Chairman of the Agricultural Subcommittee. In all contacts made, other than those originating within the states with their own delegation, it is important that the person who knows and has influence with a particular Congressman be delegated the contact role wherever possible. Thus, the Legislative Subcommittee will not attempt, on its own, to make a great number of contacts, but it will seek to "call the shots" and encourage contacts as appropriate by the

person(s) best qualified to make them.

Persons who may make the most effective contacts on our behalf frequently are outside our own organizational family. We have discussed, on previous occasions, the desirability of maintaining contact with farm and other organizations in the interest of keeping these groups informed, answering questions that may arise and the like. Several times our Directors' group, the Legislative Subcommittee, and others have discussed this possibility with some enthusiasm. Lately, this has been a renewed topic of conversation within the ESCOP Liaison Committee. Our feeling is that this potentiality may be most likely to be realized if a group such as the Regional Directors, who comprise the ESCOP Liaison Committee and who are employed on a continuing basis, take a more active staff role in the operation. Toward this end, we have prepared a "white paper" describing our proposition and we are fairly well along within the process of selecting candidates for Directors' representatives to organizations for recommendation to the Chairman of ESCOP who, if the plan is adopted, will make the appointments. The ESCOP Liaison Committee would provide continuing "service" to the activity as described in the white paper which is enclosed as Attachment V.

I have taken this much time to discuss with you the general

topic of Congressional activities and to outline some of the steps that are being taken under this heading for two reasons:

1. I believe this is an important item; and
2. Your understanding of what is underway will lead not only to improved procedures as the program evolves, but also to better data as we seek to implement the plan now evolving.

ATTACHMENT I

MINUTES OF FORWARD PLANNING COMMITTEE MEETING

Hilton Inn, Room 610
San Francisco International Airport

February 8, 1971

Meeting called to order at 8:30 a.m.

Present: P. J. Leyendecker
J. A. Asleson
K. W. Hill
T. S. Ronningen
M. T. Buchanan
C. F. Kelly
E. G. Linsley

G. B. Wood called in the morning to say that he would be two hours late on account of a fog in Eugene, Oregon. Later, he called to say that after the airplane from Portland had circled the Eugene field for an hour and come on without a stop there, he had returned to Corvallis. Burt expressed his regret at not being able to be present for the session and especially to review the Oregon State University Center Proposal and related matters.

B. E. Day dropped by briefly.

1. Planning and Implementation of Agricultural Research on a Regional and National Basis, draft report of a Subcommittee of ARPAC, October 2, 1970, OWDAL-58; Composition of Planning System Proposed; and exchange of correspondence Burns to Buchanan and response.

Primary attention was given to a review of the supplemental statement, "Composition of Planning System Proposed." A number of suggestions were made and noted on the copy of the statement. Buchanan is to prepare an amended statement to be included in another draft of the October 2, 1970 draft revision. This will be based on comments of the Western Directors group and of committees from other regions. The FPC especially recommended a reduction in the number of members of the proposed RPC to 12 (from 18) and that the state members of RPC (six co-chairmen of RPG's) become a new RRC. FPC also suggested getting into the revision of the 10/2/70 draft a stronger role for CSRS.

After considerable discussion, the Forward Planning Committee agreed on the following:

- a. That it is in favor of and will recommend to the Western Directors that a planning system be authorized and established;
- b. That planning be done on a continuing basis;
- c. That planning be done in active partnership with USDA;
- d. That the planning system encompass the total agricultural research program, not just RRF;
- e. That some such statement as the one that will evolve from the review of the "Composition of Planning System Proposed" would be an appropriate method for undertaking the planning process; and
- f. That the west should proceed with planning regardless of what is decided in other regions. (Indications are that the N.C. Directors will decide the same.)

In the process of the discussion, the question was asked, "What organizations within the western region are there that are presently engaged in the planning process and what will the proposed plan replace?" The present planning groups identified were task forces, advisory committees (WAERC, WSWRC, and so forth), Forward Planning Committee, RRC.

It was reiterated several times by the group that the planning system now proposed would undertake planning with respect to the total research program. Present planning activities on a regional basis are limited primarily to the RR funding.

After discussion it was agreed that the present structure could be made a part of the proposed system by utilizing task forces, for example, and advisory committees, as ad hoc groups under the proposed plan. The Forward Planning Committee would be replaced by the revised Regional Planning Committee which also would replace RRC.

2. "A Revised Approach to Getting Funds and Presenting Budget Requests"

There was general agreement that this is a sound, basic, and perhaps elementary document of primary significance with respect to "getting funds". The group fully supports the plan and will recommend its adoption (with amendments as suggested by the Legislative Subcommittee and others) by the Western Directors.

3. The Role of the Director-at-Large in Representing the Western Association of Agricultural Experiment Stations, item 4 of the WDAL Report to the Western Directors, November 1970 (OWDAL-59 Revised) was reviewed.

The group was in favor of the document as written and will recommend same to the Western Directors.

In the process of discussing this statement, which was accompanied by comparable statements for the three other regions, there was discussion also about practices within the four regions that are beyond the statements presented. In the North Central region, for example, the Regional Director is asked by the North Central Directors repeatedly to serve as a regular member of ESCOP, a regular member of the Legislative Subcommittee, and to be the North Central Directors' representative on ARPAC. Pros and cons of such a procedure were discussed. The major advantages would appear to be two:

- a. The continuity of the Regional Director, and
- b. The fact that he has more time than other directors would have to study issues, prepare for meetings, do other staff work, and the like.

On the minus side there is the matter of the quality of representation available by the Regional Director (which could be corrected under the North Central plan simply by failing to appoint the Regional Director to these posts). There is also the matter that the Regional Director would occupy posts that would permit other Directors to learn more of the system and of its operation were they occupied by others than the Regional Director. It is recognized, however, that in all three posts men of experience and wisdom are needed.

The Forward Planning Committee, after discussion, arrived at the conclusion that the way we presently do it in the West probably is better for us than the North Central procedure with one exception. The group will recommend that the Western Directors consider the Director-at-Large be eligible to serve as the WD ARPAC representative.

4. Position of DAL

There was considerable discussion of the possibility that the present Director-at-Large would become under contract or on some other mutually agreeable basis a part time employee with respect to regional and national planning and implementation with Dr. Bayley in the Office of Science and Education, USDA. After discussion, it was agreed that the Forward Planning Committee favors this up to 50 per cent of the time of the Director-at-Large. In this event, it will be recommended to Western Directors that an assistant DAL be employed to fill the role of Recording Secretary and to work with the DAL in other capacities. Especially significant in the latter category is service to the RRC.

It was agreed that additional details would be worked out if and when more specific proposals are made by Dr. Bayley and his associates. At that time, assuming that a significant share of the time of the DAL would be involved, it was agreed that a package proposal would be made possibly to CSRS to encompass the kind of assistance that the Directors believe would be appropriate for the Office of the Director-at-Large.

5. Rural Development Center

Unfortunately, as stated earlier, Director Wood was unable to get to the meeting. On the telephone, he stated that he had written a letter to the Western Directors which they should receive today (February 8, 1971). The letter, Burt said, was not as specific as he would have liked it to be for the reason that he had planned to discuss these matters with the Forward Planning Committee at the meeting. Also, he was sorry for the lateness of the letter, but this, in turn, was necessitated by the need to obtain a decision on the question of contract research for states and the center which had to come from the Office of General Counsel. The decision now has been obtained which would permit the use of the cooperative agreement instrument to implement such research. This procedure would, in turn, permit funds to be "carried over" into FY 1972.

Discussion indicated the group to be in favor of the proposal in principle with decision on the amount each state would be "willing" to commit to the Center on a one time basis would be up to each Director concerned. Also the decision on whether or not to "go" would be made by Oregon. Discussion around the table also

DRAFT
10/29/70

ATTACHMENT II

A REVISED APPROACH TO GETTING FUNDS
AND PRESENTING BUDGET REQUESTS

by

ESCOP Legislative Subcommittee

At its meeting in Washington, D.C. on September 22, 1970 there was discussion within the ESCOP Legislative Subcommittee of possible new approaches to the submission and support of annual budgets. An objective was to develop procedures that would be helpful in securing more federal fund support for the SAES. Action was taken, as follows:

"Dr. Browning moved that a subcommittee be appointed to investigate methods and approaches to getting funds and presenting budgets. The motion was seconded by Dr. Brady and the motion was passed. The committee, made up of four regional directors, was asked to have their report completed by Land-Grant meeting time."

The subcommittee met in St. Louis on October 28, 1970. This report is a result of the subcommittee's deliberation. It is presented for review and revision by the parent committee, the ESCOP Legislative Subcommittee and by ESCOP.

The recommendations pertain to approaches to requests for new program. Funds for meeting increases in costs of doing research are to be handled separately.

II. CONSTRAINTS

It is the judgment of the ESCOP Legislative Subcommittee that a research program that will "sell", comprised of components for each SAES, will be subject to the following constraints:

1. It must be developed by and for the 53 SAES;
2. It must receive the enthusiastic support of all 53 SAES Directors;
3. It must provide an acceptable, identifiable program component for each SAES each year;
4. It must be put in concepts and language that will be meaningful and convincing to members of Congress. We believe this requires concentration of effort within States, joint planning among States and with USDA, etc. It must cover problems of interest and concern to each state's delegation. Each member of each state's delegation should be able to see what the increased appropriation will mean to his constituents in solving the problems before them. He is therefore more likely than before to be willing to go before the appropriate Subcommittee on Appropriations and "plug for" the program.

III. PROCEDURE (Revised 2/15/71)

The following procedural steps are proposed toward the implementation of improved approaches to getting funds and presenting budgets.

1. During the spring of 1971 planning information will be requested from Directors for FY 1973 and 1974. The 1973 data are to be requested within packages determined by ARPAC (on recommendation of Legislative Subcommittee, ESCOP and ARPF). The 1974 data are to be requested by RPA's of the Director's choice. The process is to be repeated yearly with a request early in 1972 for 1974 data by ARPAC packages and 1975 data by RPA's of the Director's choice; a request in 1973 for 1975 and 1976 data similarly; etc. The unconstrained data for 1974 and later second-year series will provide an input to process of determining packages for later use.
2. Whenever possible, program planning will be done in increments of \$5.0 million of federal-fund support. Primary emphasis will be on the Hatch and McIntire-Stennis authorizations.
3. For each \$5.0 million increment each state will be asked to express an initial intention to commit its "share" to not more than one RPA for each \$50,000 it receives. For 1973 and later "first year of two" series the RPA's chosen are to be within packages designated by ARPAC. For 1974 and later "second-year" series the RPA's chosen are to be without constraint.
4. Each state will finally express its intention to commit its share with knowledge of the intentions of other states and USDA. Thus, there will be a need for exchange of information on and review of tentative intentions before final intentions are specified. The Regional Directors and CSRS will facilitate this exchange of information and assist with sub-regional and regional meetings as needed within each region. Once final intentions to commit are arrived at, each state is to submit a statement of title, objectives and justification for the work proposed.

5. Facilities needs requests under P.L. 88-74 also are to be projected. Three categories of needs are to be identified: (1) Funds required to maintain existing facilities at quality standards consistent with good research; (2) Funds required to "catch-up", i.e., to provide facilities for the SMY that are presently inadequately provided for; and (3) Funds required for new facilities for new program. Facilities to be associated with new program should be projected at least one, preferably two years ahead of program increase. Each station is encouraged to prepare descriptive materials or a brochure which will identify the station's facilities needs and the use which has been made of facilities funds received to date.
(Include pictures, etc. as appropriate.)
6. The ESCOP Legislative Committee with the assistance of the four RD's and CSRS will assemble and organize the statements of intention to commit; titles, objectives and justification; and physical facilities information into packages for a number of uses, including use by the Legislative Committee of the Division of Agriculture. Statements by packages will be developed and supplied to states for their use in contact work.
7. Each state is requested to pursue a vigorous, enthusiastic program of contacts with its Congressional delegation. Legislative Subcommittee will seek to do the same, as required, for the necessary points of contact for the total program.

1. The proposals be restricted to funds for program expansion at four general levels (recognizing that circumstances may necessitate some deviation from these levels):
 - a. \$80 million
 - b. \$40 million
 - c. \$20 million
 - d. \$10 million
2. The totals above to be divided equally between SAES and USDA, i.e. \$40, \$20, \$10, and \$5 million for each at the respective levels, in accordance with policy established by ARPAC.
3. That specific "packages" be proposed at each level and the amounts (\$ or %) be specified for each. It is implicit in this directive that the "packages" proposed at the \$10 million (lowest) level represent the items of highest priority, etc.
4. The division of funds between USDA and SAES under each package should be proposed. These may vary among packages.
5. Funding for the Colleges of 1890 should be considered in consort with representatives from the 1890 institutions giving full consideration to the recommendations made by the Committee of the Division of Agriculture, NASULGC which is now studying this matter. Recommendations shall be outside of or above the funds at the four levels of funding.

Procedures shall be developed to ascertain those packages of primary concern to (Research Directors of) SAES and the Colleges of 1890 and to determine where they individually possess specific and unique research competence to effectively utilize research funds in the pursuit of solutions to urgent problems.

6. It is recommended that these proposals be assembled in time to provide guidance to the ESCOP Legislative Subcommittee prior to its deliberations May 20, 1971, so as to provide for budget proposals passing through the NASULGC procedures which will be consistent with other budget-development processes."

In furtherance of this Resolution and the budget process under development the ESCOP Interim Committee at its meeting on February 19, 1971 recommended the following distribution among sources for budget requests for F. Y. 1974 at the four levels:

FUND SOURCE	SAES BUDGET LEVEL (MILLIONS OF DOLLARS)			
	40	20	10	5
Hatch	32	15	6.5	3.25
McIntire-Stennis	6	3	1.5	.75
P.L. 89-106	<u>2</u>	<u>2</u>	<u>2.0</u>	<u>1.00</u>
Total	40	20	10.0	5.00

The foregoing totals pertaining to appropriations requests, in keeping with the plan and with the Resolution, are in addition to amounts to be estimated and requested to cover increased costs of doing research. They are also exclusive of amounts that may be added to support agricultural research at the Land Grant Colleges of 1890. The Hatch funds listed are subject to a three per cent reduction for CSRS administration (to arrive at net funds available for program support). It is also anticipated that the long-standing precedent of 25 per cent of Hatch funds for RRF will prevail; and it is assumed that the 20 per cent marketing requirement also will be applied to Hatch funds.

Hatch support would be subdivided as follows for the four levels:

PURPOSE	SAES BUDGET LEVEL (\$MILLIONS)			
	40	20	10	5
Thousands of Dollars				
3% for CSRS Adm.	960	450	195	97
25% for RRF	8,000	3,750	1,625	813
20% for Marketing	6,400	3,000	1,300	650
52% Remainder	16,640	7,800	3,380	1,690
(72% to States)	<u>(23,040)</u>	<u>(10,800)</u>	<u>(4,680)</u>	<u>(2,340)</u>
APPROPRIATIONS REQUEST	32,000	15,000	6,500	3,250

It is a fairly simple exercise to compute the amounts by states for Hatch (Regular), Hatch (RRF) and McIntire-Stennis funds under each of the appropriation levels proposed. I have done this. The results are presented in Table 1 (page 5).

Projected Use of Funds

Now we come to your part in the exercise. Start with the \$5 million appropriation request level. Remember, the proposals are to be the amounts available up to at least \$50,000 each. At the \$5 million level for all three funds all states would list one proposal within one RPA. (California, the one exception and only for Hatch (Regular) could list two.) These would be your top priority proposals for F.Y. 1974.

Next move to the \$10 million appropriation request level. The \$5 million level is included within this. Thus, at this level, keeping to the \$50,000 constraint, the number of proposals by funds and states are as follows (including the proposals listed for the \$5 million level):

<u>STATE</u>	<u>HATCH (REGULAR)</u>	<u>HATCH (RRF)</u>	<u>MCINTIRE- STENNIS</u>
Arizona	1	1	1
California	3	2	1
Colorado	2	1	1
Hawaii	1	1	1
Idaho	2	1	1
Montana	2	1	0
Nevada	1	1	1
New Mexico	1	1	1
Oregon	2	1	1
Utah	1	1	1
Washington	2	1	1
Wyoming	1	1	1

TABLE 1. APPROXIMATE AMOUNTS OF HATCH (REGULAR), HATCH (RRF), AND MCINTIRE-STENNIS FUNDS BY STATES, WESTERN REGION UNDER LEVELS OF FUNDING AND SOURCES OF FUNDS AS LISTED FOR FISCAL YEAR 1974

STATE	HATCH (REGULAR)					HATCH (RRF)					MCINTIRE-STENNIS				
	APPROPRIATION					APPROPRIATION					APPROPRIATION				
	REQUEST (\$MILLIONS)					REQUEST (\$MILLIONS)					REQUEST (\$MILLIONS)				
	40	20	10	5		40	20	10	5		40	20	10	5	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Arizona	264,960	124,200	53,820	26,910	156,000	73,125	31,688	15,854	39,600	19,800	9,900	4,950			
California	753,408	353,160	153,036	76,518	373,600	175,125	75,888	37,967	182,400	91,200	45,600	22,800			
Colorado	357,120	167,400	72,540	36,270	210,400	98,625	42,738	21,382	117,600	58,800	29,400	14,700			
Hawaii	172,800	81,000	35,100	17,550	76,800	36,000	15,600	7,805	48,000	24,000	12,000	6,000			
Idaho	283,392	132,840	57,564	28,782	127,200	59,625	25,838	12,927	129,000	64,500	32,250	16,125			
Montana	283,392	132,840	57,564	28,782	142,400	66,750	28,925	14,471	0	0	0	0			
Nevada	165,888	77,760	33,696	16,848	77,600	36,375	15,762	7,886	36,600	18,300	9,150	4,575			
New Mexico	216,576	101,520	43,992	21,996	84,800	39,750	17,225	8,618	63,600	31,800	15,900	7,950			
Oregon	380,160	178,200	77,220	38,610	206,400	96,750	41,925	20,975	214,200	107,100	53,550	26,775			
Utah	248,832	116,640	50,544	25,272	152,000	71,250	30,875	15,447	71,400	35,700	17,850	8,925			
Washington	400,896	187,920	81,432	40,716	180,800	84,750	36,725	18,374	94,800	47,400	23,700	11,850			
Wyoming	216,576	101,520	43,992	21,996	120,800	56,625	24,538	12,276	55,800	27,900	13,950	6,975			
Western Region	3,744,000	1,755,000	760,500	380,250	1,908,800	894,750	387,727	193,982	1,053,000	526,500	263,250	131,625			
United States	23,040,000	10,800,000	4,680,000	2,340,000	8,000,000	3,750,000	1,625,000	813,000	6,000,000	3,000,000	1,500,000	750,000			

Notes: 1. Data are approximate. Calculations by states are percentages from Appendix Table I applied to the 72 per cent of Hatch (Regular) funds, to the 25 per cent of Hatch (RRF) funds, and to the proposed McIntire-Stennis funds proposed by ESCOP Interim Committee at the levels listed.

2. The Western Region total is the summation of the states' data as computed per above.

At the \$20 million appropriation request level the number of proposals by states and fund sources (including those for the \$5 and \$10 million levels) would be as follows:

<u>STATE</u>	<u>HATCH (REGULAR)</u>	<u>HATCH (RRF)</u>	<u>MCINTIRE- STENNIS</u>
Arizona	3	2	1
California	7	4	2
Colorado	4	2	2
Hawaii	2	1	1
Idaho	3	2	2
Montana	3	2	0
Nevada	2	1	1
New Mexico	2	1	1
Oregon	4	2	3
Utah	3	2	1
Washington	4	2	1
Wyoming	2	2	1

Finally, with all the stops pulled at the \$40 million level, the total number of proposals permissible under the plan would be: (page 7)

<u>STATE</u>	<u>HATCH (REGULAR)</u>	<u>HATCH (RRF)</u>	<u>MCINTIRE- STENNIS</u>
Arizona	6	4	1
California	15	8	4
Colorado	8	5	3
Hawaii	4	2	1
Idaho	6	3	3
Montana	6	3	0
Nevada	4	2	1
New Mexico	5	2	2
Oregon	8	5	5
Utah	5	3	2
Washington	8	4	2
Wyoming	5	3	2

Please make your responses in the manner of the forms that follow. My colleagues in the other three regions and I, with the help of CSRS, will aggregate and study your responses. Then we will propose some "next steps".

FORM FOR (OF) RESPONSE TO WDAL
BUDGET PLANNING FOR F.Y. 1974

HATCH (REGULAR)
AT \$5 MILLION LEVEL OF APPROPRIATION REQUEST

STATION: _____

DATE : _____

BY : _____

PROBLEM TITLE	PROPOSED ALLOCATION OF HATCH (REGULAR) FUNDS
---------------	--

1.	\$
----	----

FORMS FOR (OF) RESPONSE TO WDAL
BUDGET PLANNING FOR F.Y. 1974

HATCH (REGULAR)
AT \$10 MILLION LEVEL OF APPROPRIATION REQUEST

STATION: _____

DATE : _____

BY : _____

PROBLEM TITLE	PROPOSED ALLOCATION OF HATCH (REGULAR) FUNDS
---------------	--

1.	\$
----	----

2.	
----	--

FORM FOR (OF) RESPONSE TO WDAL
BUDGET PLANNING FOR F.Y. 1974

HATCH (REGULAR)
AT \$20 MILLION LEVEL OF APPROPRIATION REQUEST

STATION: _____

DATE : _____

BY : _____

PROBLEM TITLE	PROPOSED ALLOCATION OF HATCH (REGULAR) FUNDS
---------------	--

1.	\$
----	----

2.	
----	--

3.	
----	--

FORM FOR (OF) RESPONSE TO WDAL
BUDGET PLANNING FOR F.Y. 1974

HATCH (REGULAR)
AT \$40 MILLION LEVEL OF APPROPRIATION REQUEST

STATION: _____

DATE : _____

BY : _____

PROBLEM TITLE	PROPOSED ALLOCATION OF HATCH (REGULAR) FUNDS
---------------	--

1.	\$
----	----

2.	
----	--

3.	
----	--

4.	
----	--

5.	
----	--

6.	
----	--

7.	
----	--

8.	
----	--



Sets of forms for (of) responses for proposed uses of Hatch (RRF) and McIntire-Stennis funds would be the same as those provided for Hatch (Regular). Please submit your responses in this format to simplify manipulation and aggregation of your data.

Fiscal Year 1973

The procedure for 1973 is the same, in principle, as that for 1974. In execution it becomes more complex, however, because of the pre-determined packages. These introduce constraints by packages, by regions and by states.

Here are the basic data as developed by ARPF on February 2, 1971 following previous inputs by Legislative Subcommittee and guidelines by ARPAC and adopted by ARPAC (by percentages) on February 10, 1971.

BUDGET PROPOSAL FOR SAES AND USDA, F.Y. 1973

PACKAGE*	<u>\$40 MILLION</u>		<u>\$20 MILLION</u>		<u>\$10 MILLION</u>	
	SAES	USDA	SAES	USDA	SAES	USDA
Forestry	3.0	7.0	2.0	4.0	1.0	2.0
Environmental Quality	7.5	4.5	3.0	3.0	3.0	2.0
Human Nutrition & Food Quality	2.5	2.5	1.5	1.5	0.5	0.5
Area Development	2.0	1.0	1.5	0.5	-	-
Protecting Food Production Base	5.0	5.0	2.0	1.0	0.5	0.5
Total	20.0	20.0	10.0	10.0	5.0	5.0

* Marketing research would be included among the five packages.

The SAES portions by fund source divided among the five packages at the three levels of appropriation requests, F.Y. 1973, are provided in Table 2 (page 15). As stated previously these data are net for program increase. Funds to be requested for increased costs of doing research would be additional. The three per cent administration allowance on Hatch funds has been deducted.

The commitment to spend funds in this manner is presumed to be a national, collective one for the SAES. Thus, an individual station may express an intention to commit to a problem under only one of the four Hatch packages. Only in this way is it possible for an individual station to abide by the constraint to express its commitments in terms of its total allotment or \$50,000 whichever is less. With individual stations abiding by this constraint, the total commitment to the five packages must be met by agreement among states, each of which may concentrate on one (certainly less than five) of the packages. While this agreement and the steps leading to it ultimately is to be on a national basis the present procedure presumes that each region will take its share of the national commitment by packages. Thus, the Western Region's total Hatch (Regular) funds would be divided among packages in the same proportion as the national total of Hatch (Regular) funds is divided. And the same kind of pattern would prevail for Hatch (RRF) and for McIntire-Stennis funds. No such computation can be made for Special Grants funds (P.L. 89-106), however, because these are not distributed by formula -- thus regional totals are unavailable.

Table 3 (page 16) provides data by states, for the western region and for the United States, for Hatch (Regular), Hatch (RRF) and McIntire-Stennis funds at the three levels and in the amounts by source projected for F.Y. 1973. The data in this table were computed by multiplying the percentages in Appendix Table I times the U.S. totals.

In a similar manner we may also compute the west's "share" of the national commitments by packages. These data are in Table 4 (page 17).

As the psychiatrist said to Portnoy at the end of the book, "Now, shall we begin?"

Our two primary working tables will be Tables 3 and 4. These arrive at the same totals for the Western Region under the various funds and fund levels -- but Table 3 does it by states and Table 4 by packages. Our problem is to develop a program in which the two are combined in a meaningful way. We'll need to work on this at Tucson, March 3-5, 1971.

TABLE 3. DISTRIBUTION OF HATCH (REGULAR), HATCH (RRF) AND MCINTIRE-STENNIS FUNDS AMONG WESTERN STATES AT LEVELS OF FUNDING AND AMOUNTS BY SOURCE FOR FISCAL YEAR 1973

STATE	HATCH (REGULAR) (\$ MILLIONS)			HATCH (RRF) (\$ MILLIONS)			MC INTIRE-STENNIS (\$ MILLIONS)			SPECIAL GRANTS (\$ MILLIONS)		
	20	10	5	20	10	5	20	10	5	20	10	5
Arizona	123,372	48,852	20,700	72,638	28,763	12,188	19,800	13,200	6,600			
California	350,806	130,910	58,860	173,958	68,882	29,187	91,200	60,800	30,400			
Colorado	166,284	65,844	27,900	97,968	38,793	16,437	58,800	39,200	19,600			
Hawaii	80,460	31,860	13,500	35,760	14,160	6,000	24,000	16,000	8,000			
Idaho	131,954	52,250	22,140	59,228	23,452	9,938	64,500	43,000	21,500			
Montana	131,954	52,250	22,140	66,305	26,255	11,125	0	0	0			
Nevada	77,242	30,586	12,960	36,133	14,308	6,063	18,300	12,200	6,100			
New Mexico	100,843	39,931	16,920	39,485	15,635	6,625	31,800	21,200	10,600			
Oregon	177,012	70,092	29,700	96,105	38,055	16,125	107,100	71,400	35,700			
Utah	115,862	45,878	19,440	70,775	28,025	11,875	35,700	23,800	11,900			
Washington	186,667	73,915	31,320	84,185	33,335	14,125	47,400	31,600	15,800			
Wyoming	100,843	39,931	16,920	56,248	22,272	9,438	27,900	18,600	9,300			
Western Region	1,743,300	690,300	292,500	888,785	351,935	149,125	526,500	351,000	175,550	-*	-*	-*
United States	10,728,000	4,248,000	1,800,000	3,725,000	1,475,000	625,000	3,000,000	2,000,000	1,000,000	2,100,000	2,000,000	1,000,000

* Unknown

TABLE 4. SUMMARY OF HATCH (REGULAR), HATCH (RRF), AND MCINTIRE-STENNIS FUNDS FOR THE WESTERN REGION BY PACKAGES AT EACH OF THREE LEVELS OF APPROPRIATION REQUESTS, F.Y. 1973

PACKAGE	LEVEL	HATCH (REGULAR)	HATCH (RRF)	MCINTIRE- STENNIS
Forestry	\$20 million	-	-	\$526,500
	10 million	-	-	351,000
	5 million	-	-	175,550
Environmental Quality	20 million	819,000	417,550	-
	10 million	292,500	149,125	-
	5 million	292,500	149,125	-
Human Nutrition and Food Quality	20 million	234,000	119,300	-
	10 million	117,000	59,650	-
	5 million	-	-	-
Area Development	20 million	163,800	83,510	-
	10 million	105,300	53,685	-
	5 million	-	-	-
Protect Food Base	20 million	526,500	268,425	-
	10 million	175,500	89,475	-
	5 million	-	-	-
TOTAL	\$20 million	1,743,300	888,785	526,500
	\$10 million	690,300	351,935	351,000
	\$ 5 million	292,500	149,125	175,550

Let's begin with the easiest, Special Grants (P.L. 89-106). Here our only concern is to get our "share" of a national total. No "formula" distribution is proposed by regions or by states.

Next, let's consider McIntire-Stennis funds. Here we have to deal only with the forestry package. There is a formula distribution among the states. At the \$5 million level of appropriation request each state in the western region (except Montana State University) would propose one project (RPA). At the \$10 million level Oregon and California could add a second. At the \$20 million level Colorado and Idaho could add a second and Oregon might consider a third.

Next, we move to Hatch -- RRF and Regular. Assume there will be a regional project available that encompasses the problem you have in mind.

At the \$5 million level only one package (Environmental Quality) is available. Thus each of the western states would express an intention to commit its allotment of Hatch (Regular) funds to not more than one problem each in this area (with the possible exception of California where two could be listed under the "rules"). Options under RRF range from one problem per state, at one extreme, to one problem for the region, at the other.

At the \$10 million level the Environment Quality package is the same as it is at the \$5 million level. Thus, our work is done for this package. Each state has "left" at this stage the difference between its allotment at the \$10 million level and its commitment to Environmental Quality at the \$5 million level. These amounts are as follows:

STATE	HATCH (REGULAR)	HATCH (RRF)
Arizona	\$ 28,152	\$ 16,575
California	80,050	39,695
Colorado	37,944	22,356
Hawaii	18,360	8,160
Idaho	30,110	13,514
Montana	30,110	15,130
Nevada	17,626	8,245
New Mexico	23,011	9,010
Oregon	40,392	21,930
Utah	26,438	16,150
Washington	42,595	19,210
Wyoming	23,011	12,834
Total	<u>\$397,800</u>	<u>\$202,810</u>

Three other packages "open" at the \$10 million level. These, with amounts are as follows:

<u>PACKAGE</u>	<u>HATCH (REGULAR)</u>	<u>HATCH (RRF)</u>
Human Nutrition & Food Quality	\$117,000	\$ 59,650
Area Development	105,300	53,685
Protect Food Base	<u>175,500</u>	<u>89,475</u>
Total	<u>\$397,800</u>	<u>\$202,810</u>

What we're after is that combination of what's "left" by states that will match the regional totals by packages. A starting point is to determine which states are interested in which packages. Then we "negotiate" and "cut and fit". We need to do this March 3-5, 1971. We'll assume Dick Prevert can supply a big blackboard. A sample matrix form is supplied as Appendix Table II.

At the \$20 million, and final, level we will be dealing with four packages (all except Forestry). The amounts by packages (to be added) will be the differences by packages between the amounts for the \$20 million and \$10 million levels. For the Western Region these are as follows:

<u>STATE</u>	<u>HATCH (REGULAR)</u>	<u>HATCH (RRF)</u>
Arizona	\$ 74,520	\$ 43,875
California	211,896	105,076
Colorado	100,440	59,175
Hawaii	48,600	21,600
Idaho	79,704	35,776
Montana	79,704	40,050
Nevada	46,656	21,825
New Mexico	60,912	23,850
Oregon	106,920	58,050
Utah	69,984	42,750
Washington	112,752	50,850
Wyoming	<u>60,912</u>	<u>33,976</u>
Total	\$1,053,000	\$536,850

Again, the task is to divide up the packages among the states in a manner that will (1) suit each; (2) meet the regional totals; and (3) provide for effective re-search output. One or more of these may have to "give" a little. For this one Dick should provide a calculator in good, working order. But the major effort will remain our own by the route of initial preferences, negotiation and combined judgment.

I have supplied only the one sample, matrix form with this section. We have some group "homework" to do before we can get down to final forms.

'See you in Tucson.

APPENDIX TABLE I. APPROXIMATE PERCENTAGE DISTRIBUTION
OF FUNDS BY SOURCE AMONG SAES,
WESTERN REGION

<u>STATE</u>	<u>HATCH (REGULAR)</u>	<u>HATCH (RRF)</u>	<u>MCINTIRE- STENNIS*</u>
	%	%	%
Arizona	1.15	1.95	0.66
California	3.27	4.67	3.04
Colorado	1.55	2.63	1.96
Hawaii	0.75	0.96	0.80
Idaho	1.23	1.59	2.15
Montana	1.23	1.78	-
Nevada	0.72	0.97	0.61
New Mexico	0.94	1.06	1.06
Oregon	1.65	2.58	3.57
Utah	1.08	1.90	1.19
Washington	1.74	2.26	1.58
Wyoming	<u>0.94</u>	<u>1.51</u>	<u>0.93</u>
Total, Western Region	16.25	23.86	17.55

* Distribution among Land Grant Institutions of Western
Region.

Source: CSRS tables.

APPENDIX TABLE II. MATRIX FORM AT \$10 MILLION
LEVEL FOR HATCH (REGULAR)

<u>STATE</u>	<u>HUMAN NUTRITION AND FOOD QUALITY</u>	<u>AREA DEVELOPMENT</u>	<u>PROTECT FOOD BASE</u>	<u>TOTAL BY STATE</u>	<u>TOTAL BY PACKAGE</u>
Arizona				28,152	
California				80,050	
Colorado				37,944	
Hawaii				18,360	
Idaho				30,110	
Montana				30,110	
Nevada				17,626	
New Mexico				23,011	
Oregon				40,392	
Utah				26,438	
Washington				42,595	
Wyoming				<u>23,011</u>	
Total	117,000	105,300	175,500	397,800	397,800

ATTACHMENT IV

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Management Services

February 10, 1971

U. S. HOUSE OF REPRESENTATIVES
Committee on Appropriations
Subcommittee on Agriculture and
Environmental and Consumer Protection

92nd - Congress - 1st Session

Democrats

Jamie L. Whitten, Mississippi, Chairman
William H. Natcher, Kentucky
W. R. Hull, Jr., Missouri
George Edward Shipley, Illinois
Frank E. Evans, Colorado

Republicans

Mark Andrews, North Dakota
Robert H. Michel, Illinois
* William J. Scherle, Iowa

* Asterisks above indicate new assignments. A brief biography of the new member follows:

William J. Scherle, Republican, Henderson, Iowa; born March 14, 1923; graduated from St. Mary's Academy in New York; attended Southern Methodist University of Dallas, Texas, Business Administration; Veteran of World War II; Naval Reserve; grain and livestock farmer; Assistant Division Manager, George D. Bernard Co., Dallas, Texas; Young Republican, precinct committeeman; Chairman, Mills County Republican Central Committee, three terms; Colonel in Governor's Military Staff, Interim Committee, 1963-65, and Legislative Research Committee; named an Outstanding Legislator by the Iowa Press Corps in 60th General Assembly; Chairman, Senate and House Highway Study Committee; 1964 Award of Merit from Iowa Good Roads Association; served in the 59th, 60th, 60th extra, and 61st General Assembly of the Iowa House of Representatives; Member National Livestock Feeders Association, Farm Bureau.

Elected to the 90th Congress November 8, 1966; reelected to the 91st Congress.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Management Services

UNITED STATES SENATE

Committee on Appropriations - Subcommittee on Agriculture
92nd Congress-1st Session

February 9, 1971
Revised

Democrats

Gale W. McGee, Wyoming, Chairman
John Stennis, Mississippi
William Proxmire, Wisconsin
Robert C. Byrd, West Virginia
Michael J. Mansfield, Montana*
Daniel Ken Inouye, Hawaii*

Republicans

Roman L. Hruska, Nebraska
Milton R. Young, North Dakota
Karl E. Mundt, South Dakota
Hiram L. Fong, Hawaii
J. Caleb Boggs, Delaware

Ex Officio members from the Committee on Agriculture

Herman Eugene Talmadge, Georgia*
James O. Eastland, Mississippi

Jack Richard Miller, Iowa*

Senator Ellender, as chairman of the Appropriations Committee, and Senator Young, as ranking minority member, are ex officio members of all subcommittees of which they are not regular members.

*Asterisks above indicate new assignments. Brief biographies of the new members are as follows:

Subcommittee on Agriculture Appropriations

Michael J. Mansfield, Democrat, Missoula, Montana; born March 16, 1903; enlisted in U.S. Navy, World War I, at 14 years of age; subsequently enlisted in U.S. Army and U.S. Marine Corps; worked as miner and mining engineer in Butte, Montana, 1922-30; attended Montana School of Mines and Montana State University and received B.A. and M.A. degrees from latter in 1933 and 1934; professor of Latin American and Far Eastern history at Montana University 1933-34.

Elected to 78th and served through 82nd Congresses; elected to U.S. Senate on November 4, 1952; reelected in 1958, 1964 and 1970; elected majority whip of the Senate in January 1957; elected majority leader of the Senate in January 1961 and each succeeding session to the present time.

Daniel Ken Inouye, Democrat, of Honolulu, Hawaii; born in Honolulu, September 7, 1924; A.B. degree in government and economics, University of Hawaii, 1950; J.D. degree, George Washington University Law School, 1952; majority leader, Territorial house of representatives, 1954-58; Territorial senate, 1958-59; enlisted as private, 442d Infantry Regimental Combat Team 1943; battlefield commission, second lieutenant, 1944 served in France and Italy; retired captain, U.S. Army.

2.

APPROPRIATIONS COMMITTEE (SENATE)

Milton R. Young - Room 5205 - Phone 225-2043
Administrative Assistant - C. U. Sylvester
Karl E. Mundt - Room 5241 - Phone 225-5842
Administrative Assistant - Robert McCaughey
Margaret Chase Smith - Room 2121 - Phone 225-2523
Administrative Assistant - William C. Lewis, Jr.
Roman L. Hruska - Room 209 - Phone 225-6551
Administrative Assistant - Dean Pohlenz
Gordon Allott - Room 5229 - Phone 225-5941
Administrative Assistant - Jack Ware
Norris Cotton - Room 4121 - Phone 225-3324
Administrative Assistant - John Ahlers
Clifford P. Case - Room 315 - Phone 225-3224
Administrative Assistant - Frances Henderson
Hiram L. Fong - Room 1313 - Phone 225-6361
Administrative Assistant - Mrs. Alycè M. Thompson
J. Caleb Boggs - Room 3311 - Phone 225-5042
Administrative Assistant - Larry K. Martin
Charles H. Percey - Room 1200 - Phone 225-2152
Administrative Assistant - Joseph Farrell
Edward W. Brooke - Room 232 - Phone 225-2742
Administrative Assistant - Hardy Nathan

(Room numbers with 3 digits are in Old Building and 4 digits are in New Building)

Ex Officio members from Committee on Agriculture

Herman Eugene Talmadge, Democrat of Lovejoy, Georgia; born Telfair County, near McRae, Georgia, August 9, 1913; graduated from the University of Georgia in 1936 with LL.B. degree; joined his father in the practice of law in Atlanta; served in U.S. Navy, World War II; upon death of his father, Gov.-elect Eugene Talmadge, was elected to the Governorship by the State Legislature in 1947; elected in September 1948 primary to fill the unexpired term; reelected in 1950 for a full term and served until January 10, 1955; owns and operates 2 farms; member of Farm Bureau Federation; member of Georgia, Atlanta, and American Bar Associations.

Elected to U.S. Senate for the term commencing January 3, 1957; reelected to a second term ending January 3, 1969; and reelected to a third term ending January 3, 1975.

Jack Richard Miller, Republican of Sioux City, Iowa; born in Chicago, Illinois, June 6, 1916; moved from Wilmette, Illinois, to Sioux City in 1932; also resided in Bedford, Iowa, 1937-41; A.B. (cum laude), Creighton University, 1938; M.A. (K.of C. Fellow), Catholic University, 1939; LL.B., Columbia University School of Law, 1946; post graduate study, State University of Iowa College of Law, 1946; LL.D (Honorary), Parsons College, 1962 Creighton University, 1966, Loras College, 1967 and Iowa Wesleyan College, 1969.

Served over 4 years with U.S. Air Force during World War II; admitted to Iowa and Nebraska bars, 1946, and U.S. Supreme Court and District of Columbia bars, 1949; attorney, lecturer in taxation, George Washington University, 1948; assistant professor of law, University of Notre Dame College of Law, 1948-49; private practice as tax lawyer and farm tax writer, Sioux City, Iowa, 1949-60

Elected to U.S. Senate November 8, 1960; reelected November 8, 1966.



WESTERN AGRICULTURAL EXPERIMENT STATION DIRECTORS

OFFICE OF THE DIRECTOR-AT-LARGE

MARK T. BUCHANAN
Director-at-Large

January 4, 1971

MEMORANDUM

TO : Dr. G. M. Browning
Dr. H. R. Fortmann
Dr. L. E. Hawkins

FROM : Mark T. Buchanan *Mark*
Director-at-Large

SUBJECT: Directors' representatives to agricultural
organizations

One of the several jobs I was supposed to do as a result of our last meeting was to prepare a "white paper" concerning the list of organizations and of Directors' representatives who would maintain contact and liaison with groups to which they are assigned. A draft copy of this document is appended for your review, suggested amendments, and so forth.

We have reviewed the County Agents Directory for 1969, the latest one, and have attempted to separate the organizations into the groups we agreed on in Washington. I have "leaned over backwards" to include more than probably should be. Will each of you please "cull" your list, too. Remember, each of us is to suggest a person to serve as Directors' Representative for each organization to be included. If you will complete your lists and send them to me I will prepare a copy for our review together.

So, review the "white paper" and do your "homework" on the organizations.

MTB/nr

DRAFT
1/4/71

DIRECTORS' REPRESENTATIVES TO AGRICULTURAL ORGANIZATIONS

It is anticipated that the new procedure being considered by the Legislative Subcommittee of ESCOP will facilitate obtaining and programming additional funds for the support of agricultural research.^{1/} The new procedure provides for concentration of efforts by states into one RPA for each \$5 millions of increase. Thus, representatives of each state will be in position to talk in a meaningful and convincing manner to their Congressional Delegation concerning the use to be made of funds. They can also point out the manner in which the program in state X relates to that of states Y, Z and so forth. In other words, they can say that the program within the Congressional Delegation's home state is to be such and such which in turn, is part of a planned program for the nation.

Such a procedure also should facilitate contacts with agricultural and other organizations. It is proposed to intensify liaison work with such organizations.

The plan provides for the Chairman of ESCOP to appoint a Directors' representative to each of the significant organizations. The Directors' representative, probably one of the SAES directors, associate directors, or assistant directors, will have as his responsibility maintenance of contact with the

^{1/} Draft 10/29/70, "A Revised Approach to Getting Funds and Presenting Budget Requests," by ESCOP Legislative Subcommittee.

organization to which he is assigned. The Directors' representative, in each case where feasible, would be someone who has a close working relationship already with key people within the organization for which he is to serve as the Directors' representative. It would be his further responsibility to maintain this kind of relationship and/or to develop and improve it over time.

The purpose of the continuing efforts of the Directors' representative to the organization for which he is selected is to keep the organization informed of current research underway and of plans for the future. He also would serve as a means for improved communication in the other direction, that is, from the organization to the research community.

Each Directors' representative would be asked to make an annual report to the Chairman of the Legislative Subcommittee. Such reports would provide a record of meetings attended, contacts made, and of suggestions received with respect to research programming and related matters.

The "Regional Directors" will help the Chairman of ESCOP and the Chairman of the Legislative Subcommittee. They will:

- (1) Develop an initial, suggested list of organizations and of Directors' representatives;
- (2) Review the reports of Directors' representatives;
- (3) Suggest amendments and/or improvements in the program as it evolves; and
- (4) Suggest changes in Directors' representatives as needed because of vacancies due to retirement, job changes, and for other reasons.



WESTERN AGRICULTURAL EXPERIMENT STATION DIRECTORS

OFFICE OF THE DIRECTOR-AT-LARGE

MARK T. BUCHANAN
Director-at-Large

February 16, 1971

Dr. C. T. Wilson
Director
Agricultural Experiment Station
Virginia Polytechnic Institute
Blacksburg, Virginia 24061

Dear Coyt,

In keeping with your request at the ARPAC meeting I am attaching several items that may "update" the 10/2/70 draft, "Planning and Implementation of Agricultural Research on a Regional and National Basis". I am sending copies of this letter and attachments to several others who asked similar questions.

1. Composition of Planning System Proposed.

This is a suggested rewrite of the "guts" of the system. As you will see it cuts back considerably, as suggested in your letter and in suggestions from others as well, the number of levels and of committees proposed to be involved in the planning structure. There is a revised organization chart. The current draft of the "composition" statement is dated 2/15/71 to differentiate it from an earlier draft that I sent to RD's. This draft is further modified to take account of further suggestions received recently including comments of the Western Directors' Forward Planning Committee. The WD Forward Planning Committee reviewed the earlier statement on February 8, 1971. They expressed themselves as being in favor of the process.

2. Excerpts from WD Forward Planning Committee Minutes.

I have simply extracted from the minutes that part dealing with the planning system.

3. Burns - Buchanan - Burns correspondence.

These letters are self-explanatory, I believe.

I hope these items will be helpful to you and your group as you review the planning idea. I shall look forward to your comments. When they are received (and the ones from the NC group) Steve King and I will try our "hands" at another draft of the major document.

Sincerely,



Mark T. Buchanan
Director-at-Large

MTB/nr

Enclosures

cc L. E. Hawkins
G. M. Browning
H. R. Fortmann
B. F. Beacher

ITEM 1. COMPOSITION OF PLANNING SYSTEM PROPOSED

I. Six Regional Planning Groups (RPG's) in Each Region

A. Purpose: Each to review a portion of the total research program for the region; to recommend priorities among research activities that could be undertaken within several levels of funding (including no increase); to recommend allocations among States and USDA; and to recommend the locations for the research to be undertaken. Each would be authorized to request the assistance of ad hoc advisory groups.

B. Subject Areas and RPA'S:

1. Conservation, Development and Use of Natural Resources
RPA's 101-109; 112-113; 214; 901-902; 904.
2. Forests and Forest Products
RPA's 110-111; 201-203; 301-303; 401; 502; 512-513; 903.
3. Crops and Crop Products
RPA's 204-206; 304-306; 402-404; 207-209; 307-309; 405-408; part of 501.
4. Animal and Animal Products
RPA's 210-213; 310-313; 317; 409-412; part of 501.
5. Human and Community Resource Development; Consumer Health, Nutrition and Well-Being
RPA's 801-806; 905-908; 701-709.
6. General Support and Public Policy Issues
RPA's 114; 314-316; 318; 503; 506-511; 601-604; 807-808.

C. Membership: Not more than eight members each, one-half from SAES and one-half from federal research agencies.

The SAES members would be named by the Chairman of the Regional SAES Directors' Association; the USDA members would be named by the Director, Science and Education.

- D. Leadership: Each would have an SAES Co-chairman named by the Chairman of the Regional SAES Directors' Association and a USDA Co-chairman named by the Director, Science and Education.
- E. Technical and Ad Hoc Committees: As required.

II. One Regional Planning Committee (RPC) in Each Region

- A. Purpose: To coordinate the activities of the six RPG's; to seek to accommodate the special needs advanced by each RPG while still providing optimum balance for the region as a whole; to recommend priorities for the region.
- B. Subject Areas and RPA's: All.
- C. Membership: Co-chairmen of RPG's.

The six state-side co-chairmen would become RRC.

- D. Leadership: Each would have an SAES Co-chairman named by the Chairman of the Regional SAES Directors' Association and a USDA Co-chairman named by the Director, Science and Education.
- E. Technical and Ad Hoc Committees: As required.

III. One National Planning Committee

- A. Purpose: To array the needs of the four regions into, or within the context of, a national program.
- B. Subject Areas and RPA's: All.
- C. Membership: Co-chairmen of RPC's plus six USDA Deputy Administrators (four from ARS, one from ERS and one from FS) plus Committee of Nine.
- D. Leadership: An SAES Co-chairman named by the Chairman of ESCOP; a USDA Co-chairman named by the Director, Science and Education.
- E. Technical and Ad Hoc Committees: As required.

IV. ARPF and ARPAC

NPC reports to ARPF and ARPF to ARPAC. Planning inputs would flow from the local to the national level under the general surveillance of ARPF and ARPAC. Inter- and multi-disciplinary attention, interaction of scientists and administrators and interactions among and between research agencies would be attained by careful selection of members of the RPG's, RPC's and NPC. Budgeting would continue to be handled under ARPF's supervision as the staff arm of ARPAC.

V. Staff (CSRS)

Three types of staff assistance are proposed: (1) Coordination; (2) Analytical; and (3) Research on resource allocation theory, methodology and procedures.

1. A minimum of nine coordinators is proposed: One each for the four regional groups of six RPG's; one for each of the RPC's and one for the NPC.
2. Ultimately, subsystem analyses of some such type as come out of the pilot-scale studies for human nutrition, beef cattle and cotton should be provided. Using the best available techniques and personnel such analyses should be available to aid in the decision-making process (by Directors and Administrators, as before).
3. Continuing and expanded research are needed as aids to the planning and resource allocation process. It is recommended that a center for such research be established and funded.

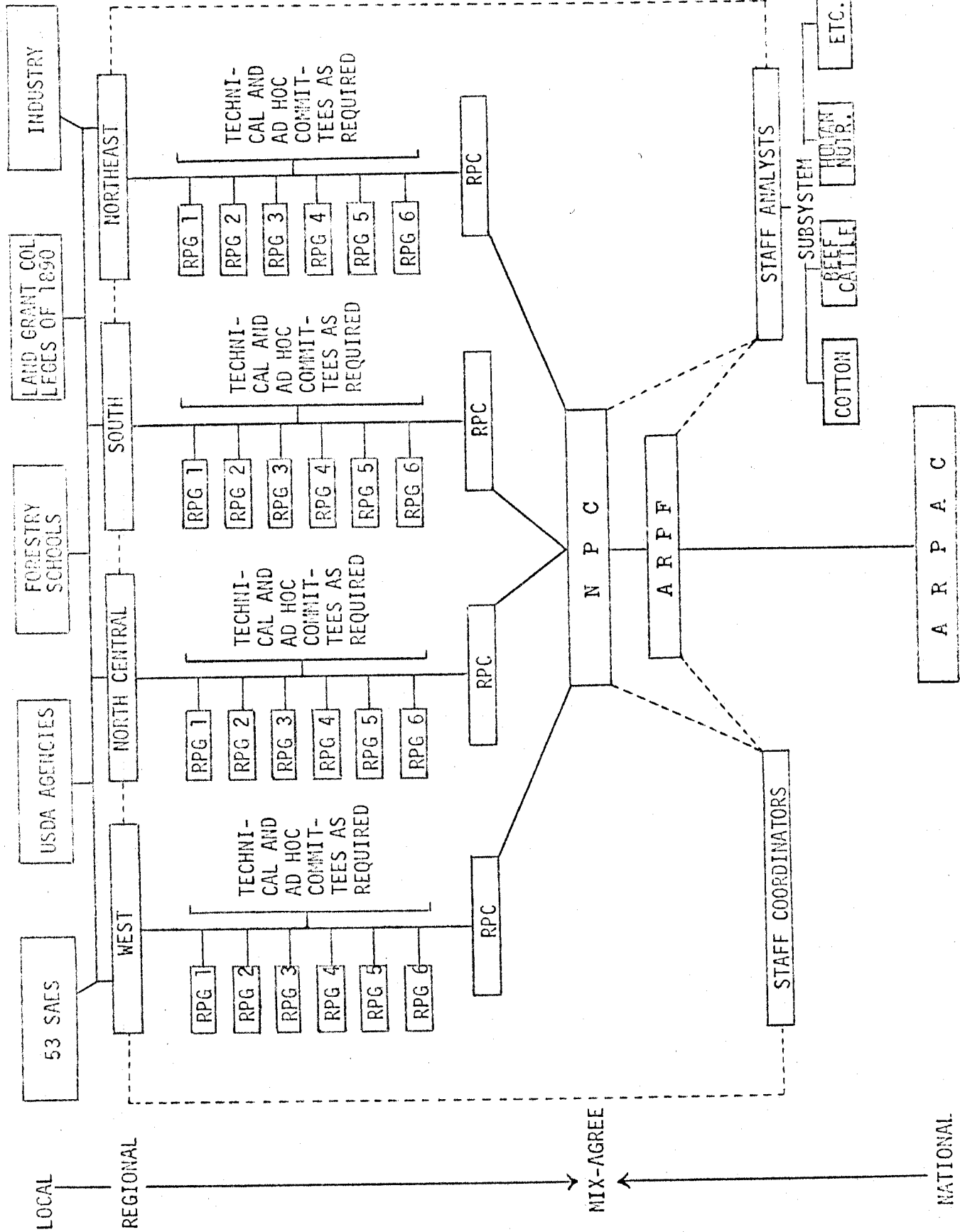
It is indicated that staff assistance would be provided by CSRS as the operating agency within S & E best able to do so. CSRS has no primary research functions. CSRS would utilize "experts" from component research agencies and institutions.

Item 1.

page 6

VI. The Most Important Component

A high degree of desire, motivation and commitment of participants to the process; muting of vested interests; and use of the outcome of the planning process in the decision-making process.



ITEM 2. EXCERPTS FROM WD FORWARD PLANNING
COMMITTEE MINUTES*

- "1. Planning and Implementation of Agricultural Research on a Regional and National Basis, draft report of a Subcommittee of ARPAC, October 2, 1970, OWDAL-58; Composition of Planning System Proposed; and exchange of correspondence Burns to Buchanan and response.

Primary attention was given to a review of the supplemental statement, "Composition of Planning System Proposed." A number of suggestions were made and noted on the copy of the statement. Buchanan is to prepare an amended statement to be included in another draft of the October 2, 1970 draft revision. This will be based on comments of the Western Directors group and of committees from other regions. The FPC especially recommended a reduction in the number of members of the proposed RPC to 12 (from 18) and that the state members of RPC (six co-chairmen of RPG's) become a new RRC. FPC also suggested getting into the revision of the 10/2/70 draft a stronger role for CSRS.

After considerable discussion, the Forward Planning Committee agreed on the following:

- a. That it is in favor of and will recommend to the Western Directors that a planning system be authorized and established;
- b. That planning be done on a continuing basis;
- c. That planning be done in active partnership with USDA;
- d. That the planning system encompass the total agricultural research program, not just RRF;
- e. That some such statement as the one that will evolve from the review of the "Composition of Planning System Proposed" would be an appropriate method for undertaking the planning process; and
- f. That the west should proceed with planning regardless of what is decided in other regions. (Indications are that the N.C. Directors will decide the same.)

In the process of the discussion, the question was asked, "What organizations within the western region are there that are presently engaged in the planning process and what will the proposed plan replace?" The present planning groups identified were task forces, advisory committees (WAERC, WSWRC, and so forth), Forward Planning Committee, RRC.

It was reiterated several times by the group that the planning system now proposed would undertake planning with respect to the total research program. Present planning activities on a regional basis are limited primarily to the RR funding.

After discussion it was agreed that the present structure could be made a part of the proposed system by utilizing task forces, for example, and advisory committees, as ad hoc groups under the proposed plan. The Forward Planning Committee would be replaced by the revised Regional Planning Committee which also would replace RRC."

* Minutes of WD Forward Planning Committee Meeting, Hilton Inn, San Francisco International Airport, February 8, 1971.

RUTGERS UNIVERSITY *The State University of New Jersey*

COLLEGE OF AGRICULTURE AND ENVIRONMENTAL SCIENCE
*New Jersey Agricultural Experiment Station
New Brunswick, New Jersey 08903*

January 22, 1971

Dr. Mark T. Buchanan, Director-at-Large
Western Agricultural Experiment Station Directors
317 University Hall
2200 University Avenue
Berkeley, California 94720

Dear Mark:

The Northeast Committee to discuss the draft document entitled, *PLANNING AND IMPLEMENTATION OF AGRICULTURAL RESEARCH ON A REGIONAL AND NATIONAL BASIS* met this week. At the meeting Hank provided us with copies of "Composition of Planning System Proposed" which modifies the proposed structure somewhat.

In our discussion we came up with a number of questions, the answers to which could significantly influence decisions. Some of these are:

1. How much planning do you estimate the six Regional Planning Groups will actually do? We would like the answer in terms of days, weeks, or months per year, if it can be estimated.
2. If the planning effort is sizeable, where will the funds for travel, staff coordinators, staff analysts, etc. come from? Is it possible that CSRS might fund part or all of the costs?
3. What is the planned composition of the staff analysts?
4. What persons will serve as staff coordinators?
5. As proposed, there would be two staff coordinators working within each region. Could one do the job at this level?
6. Of the two staff coordinators at the regional level, would one be an SAES person?

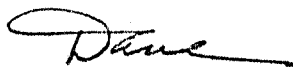
Dr. Mark T. Buchanan, Director-at-Large

-2-

January 22, 1971

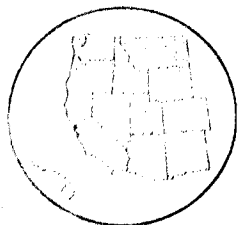
Mark, the above are some key questions. To say the least, we are concerned about the cost aspects in time and money. State funds for out-of-state travel is short in some states. Directors and Scientists are fully employed. The size of the task is not clear. We do hope you, or someone, can answer some of the questions for us.

Very truly yours,



David J. Burns
Associate Director

DJB/bn



WESTERN AGRICULTURAL EXPERIMENT STATION DIRECTORS

OFFICE OF THE DIRECTOR-AT-LARGE

MARK T. BUCHANAN
Director-at-Large

January 28, 1971

Dr. David J. Burns
Associate Director
Agricultural Experiment Station
Rutgers University
New Brunswick, New Jersey 08903

Dear Dave:

You have raised good, tough questions in your letter of January 22. I am sure that I cannot answer these fully for the Subcommittee of ARPAC that was responsible for the report that Steve King and I, as members, attempted to put together. I am not even sure I can answer them for myself as one of the co-drafters of the report. Nevertheless, I should like to "think out loud" with you on the significant questions you have raised. In doing so, I shall attempt to reflect some of the thoughts of other members of the committee as well as my own.

First, let me attempt to address myself to a question that you have not stated explicitly, but that seems to come through from the over-all impact of your six questions. The fundamental question is, do we think we should engage in research planning and coordination? This question, in turn, has several facets: (1) Do we believe, philosophically, that planning is desirable? No doubt there would be some, at least, amongst our 53 Directors who would be opposed, philosophically, to the idea of research planning. (2) Do we believe there is a pragmatic need for research planning? Is it necessary to obtaining additional funds? Here, again, there would be differences of opinion but, I believe we would generally agree that some planning is desirable, even necessary. We have pretty well committed ourselves already. We have been engaged in planning efforts for some time.

The question then becomes how much and what kind of planning are desirable. And here, we get into the kinds of questions you have asked in your letter of January 22.

I am assuming that you and your committee have given at least a tentative, affirmative answer to the question of planning in principle, and that now you are concerned with the kind and magnitude of planning proposed. But if the proposal is excessive, in the judgment of the Northeast Directors, the tentative answer in favor of research planning could be reversed.

The kinds of questions you have raised are similar to those raised by several members of the subcommittee. The inference was that the proposed system involved more commitment to the planning process than it should (than it was worth). Nevertheless, as the matter was discussed in subcommittee, the following kinds of thoughts emerged: (1) A lot of planning is going on presently. Would there really be a great deal more involved under the new program proposed than is being done now? If so, the results will be well worth it for the reason that they will be subject to "adding up". The separate efforts of each region and of each research agency of USDA are difficult, or perhaps impossible, to aggregate.

Another line of thought was to the effect that agricultural research merits a great deal more planning effort than has been expended on it thus far. A good systematic approach to planning would merit considerable increase in the commitment of resources to the planning function.

Still a third line of comment ran in this direction: A systematic approach to the planning effort should be undertaken. It should involve a bit more time of professionals and administrators than we have been investing so far. The time of such people can be much more effectively utilized, however, if it is well-organized and if it is supplemented with staff assistance -- coordinators and analysts.

Now, to your specific questions.

- "1. How much planning do you estimate the six Regional Planning Groups will actually do? We would like the answer in terms of days, weeks, or months per year, if it can be estimated."

I would guess that the six Regional Planning Groups would meet twice for two days each meeting during the

first year. They might meet only once the second and subsequent years. I should think that each region would have, say, an average of 25 sub-groups (corresponding roughly to the national task force groups) that would work in greater detail and in greater depth than the members of the RPG's. One meeting per year for each of these should suffice. Let us assume that the RPG's are comprised of eight members each, that they meet four days per year, and that each member spends an average of two days in preparation, writing, reacting, and the like, and that each of the sub-groups is comprised of eight members who spend two days in the meeting and two days otherwise in the execution of their responsibilities. Then there would be the activities of the RPC, the NPC, ARPF, and others on top of this. I really cannot say how such an investment of professionals' time would compare for each region with the present investment. For the west, it is my judgment that the revised plan would take no more time than the present planning effort consumes. This is on the assumption, of course, that the new procedure would replace the old -- not be added to it. It also assumes a continuous planning function.

(1) The two big advantages of the system proposed (or to be developed), as I see it, are the provision for coordinators and for other types of staff assistance; and (2) the opportunity for all to proceed together in a plan agreed to by all (assuming such a plan can be devised). It is difficult, as you know, for Directors, scientists, and other professionals to take the time necessary to do the background digging that is essential to effective planning. This can be done by analysts. Analysts also, with their management and systems approaches can bring options and probable consequences before the other groups as an aid to the decision-making process. They should be able to do this with minimal bias. A coordinator can similarly facilitate the work of committees and groups by taking over organizational details, meeting arrangements, and the like. If he is the right kind of person, he can also make major contributions to the planning effort, itself.

This leads to your second question. "If the planning effort is sizeable, where will the funds for travel, staff coordinators, staff analysts, etc. come from? Is it possible that CSRS might fund part or all of the costs?"

I should say that the planning effort is sizeable. It is my assumption that the funds for travel and to pay the salaries of the Directors, scientists, and perhaps other

participants in the process from the stations and from the USDA research agencies would come from the SAES and research agencies, themselves. I would hope that the coordinators' and analysts' salaries and other costs would come from CSRS and/or other segments of USDA.

"3. What is the planned composition of the staff analysts?"

To my knowledge, no one has directly addressed the composition of the staff analysts for the system proposed. I would assume that better judgments might be made after the results of the three pilot efforts are in than they might be made now. The three pilot efforts are human nutrition, beef cattle, and cotton. As you know, the food and nutrition effort is being conducted under contract by Walter Fischel and associates at Minnesota. The beef cattle one is being undertaken by a subcommittee of ARPAC comprised of two persons, namely, E. J. Warwick for the federal side and J. A. Whatley of the Oklahoma Station for the SAES side. They have sent out questionnaires. They have authority to bring in members of the research community as necessary to aid them in their planning efforts. The third study, that on cotton, is being made, as I understand it, within ARS. As I understand it, they are using some of the same techniques as Fischel and his associates are using. I think, however, that the processes being utilized for cotton are somewhat less elaborate and formal than are those being utilized for the food and nutrition effort. In any case, the group of staff analysts would be comprised of as many professional analysts as could be afforded. These people would have no axes to grind. They would be trained in the latest management-systems approaches.

"4. What persons will serve as staff coordinators?"

The persons who would serve as staff coordinators would be well respected, subject matter people in the case of the four to (preferably) six, who would serve the RPG's. Not only should these people be able to make appropriate arrangements and do other "chores"; they should also be able to participate as full members in planning activities.

While it would be possible to have one located in each region, as you suggest in question number 5, I think it would be preferable to have six of them and to have each of the six working with all four of the RPG's in his subject area. The coordinator could live in one of the regions or in Washington.

Coordinators for the RPC's and NPC would be of the

administrator type.

- "5. As proposed, there would be two staff coordinators working within each region. Could one do the job at this level?"

It would be possible, of course, to limit the coordinators to the RPC's and NPC thus reducing the number to five. As stated in my response to question 4, however, I think it would be desirable to have persons for service with the RPG's who are primarily competent in a subject area, whereas, those for the RPC's and NPC would be primarily administrators.

- "6. Of the two staff coordinators at the regional level, would one be an SAES person?"

Whether or not a staff coordinator at the regional level would be an SAES person would depend on two things: (1) the willingness of the Directors' group to finance such a person. If the Directors did so, I am sure one coordinator could be an SAES person; this would be highly desirable. (2) Failing a willingness to finance on the part of the SAES Directors of a region, it is conceivable that CSRS would employ an SAES person on a contract basis to work in one of these positions within a region. (If they hire an SAES person on their permanent staff, he will cease to be recognized as an SAES person within a short period of time.)

Steve King and I, other members of the subcommittee, ARPAC and others, will be appreciative of your further comments and suggestions.

Sincerely,

Mark T. Buchanan
Director-at-Large

MTB/nr

ATTACHMENT VII

AGRICULTURE - WESTERN REGIONAL DIRECTOR

STATEMENT OF EXPENDITURES

JULY 1, 1970 TO FEBRUARY 28, 1971

	<u>APPROPRIATION</u>	<u>EXPENDITURES</u>	<u>ENCUMBRANCE</u>	<u>BALANCE</u>
General Assistance	\$28,965.96	\$25,563.63	\$ -0-	\$ 3,402.33
Supplies and Expense	13,526.01	*6,977.50	55.50	6,493.01
Equipment and Facilities	195.44	-0-	-0-	195.44
Employee Benefits	2,700.09	2,384.08	-0-	316.01
Total	<u>\$45,387.50</u>	<u>\$34,925.21</u>	<u>\$55.50</u>	<u>\$10,406.79</u>

*Itemization of Expenditures:

Central Steno	\$ 275.03
Mailing Charges	246.66
Telephone	379.51
Travel	5,522.11
Storehouse	128.73
Garage	40.84
Printing	21.00
Library	119.33
Direct Charge, K#, Misc.	244.29
Total	<u>\$6,977.50</u>

Receipts:

August 3, 1970	\$14,000.00
October 2, 1970	16,000.00
January 29, 1971	12,761.25

Balance Carried

Forward: July 1, 1970	2,238.75
Encumbered:	<u>387.50</u>

\$45,387.50

AGRICULTURE - WESTERN REGIONAL RECORDING SECRETARY

STATEMENT OF EXPENDITURES

JULY 1, 1970 TO FEBRUARY 28, 1971

	<u>APPROPRIATION</u>	<u>EXPENDITURE</u>	<u>ENCUMBRANCE</u>	<u>BALANCE</u>
Supplies and Expense	\$ 9,500.00	\$2,209.59*	-0-	\$7,290.41
Equipment and Facilities	<u>1,000.00</u>	<u>195.44</u>	<u>-0-</u>	<u>804.56</u>
Total	<u>\$10,500.00</u>	<u>\$2,405.03</u>	<u>-0-</u>	<u>\$8,094.97</u>

*Itemization of Expenditures:

Central Steno	\$ 50.35
Mailing Charges	194.37
Travel	1,372.05
Storehouse	11.00
Direct Charge, K#, Misc.	<u>581.82</u>
Total	<u>\$2,209.59</u>