

# WESTERN AGRICULTURAL EXPERIMENT STATION DIRECTORS

OFFICE OF THE DIRECTOR-AT-LARGE

MARK T. BUCHANAN  
Director-at-Large

January 8, 1974

TO : Western Directors

FROM : Nancy Raphael  
Recording Secretary

SUBJECT: Minutes of Western Directors' Meeting, November  
13-14, 1973

Subject Minutes are enclosed.

Recent events lead me to paraphrase. Due to technical problems, some of the discussions were not taped. Dr. Buchanan and I attempted to record our understandings.

Please review these Minutes and let me know of corrections or additions.

Attachment

WESTERN ASSOCIATION  
OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

MINUTES OF FALL 1973 MEETING

Denver Hilton Hotel  
Denver, Colorado

November 13-14, 1973

Index to Minutes

<u>Subject</u>	<u>Page</u>
1.0 Call to Order .....	1
2.0 Adoption of Agenda .....	2
3.0 Introductions .....	2
4.0 Announcements .....	2
5.0 Approval of Summer 1973 Minutes .....	2
6.0 Report of Chairman/Report of Executive Committee .....	2
7.0 CSRS Report .....	4
8.0 DAL Report .....	6
9.0 FPC Report .....	10
10.0 RRC Report .....	16
11.0 ESCOF Report .....	17
12.0 ESCOF Legislative Subcommittee Report .....	17
13.0 ARPAC Report .....	17
19.0 ARI Report .....	18
20.0 ARS Report .....	18
21.0 Centennial Program Committee .....	19
22.0 Future Meetings .....	20
23.0 Presentation of Plaque to President R. W. MacVicar of Oregon State University .....	20
24.0 Rural Development Center, Proposed Board of Directors for Title V .....	20
25.0 Adjournment .....	24
26.0 Clay Center Visitation .....	24

(Note: Headings for items 14.0 - 18.0 are reserved  
for items that were not a part of the November  
13-14, 1973 meeting.)

Index to Appendixes

<u>Subject</u>	<u>Page</u>
7.9 Letter from T. C. Byerly, CSRS regarding Civil Rights Compliance .....	25
8.2 Guidelines for Research Program Groups .....	27
10.0 Regional Research Committee Report .....	64
24.0 Rural Development Center -- Present and Proposed Advisory Committees .....	69

WESTERN ASSOCIATION  
OF AGRICULTURAL EXPERIMENT STATION DIRECTORS

MINUTES OF FALL 1973 MEETING

Denver Hilton Hotel  
Denver, Colorado

November 13-14, 1973

Present:	Arizona	- R. K. Frevert G. R. Stairs
	California	- J. B. Kendrick, Jr., Secretary - W. M. Dugger, Jr. - L. L. Sammet - A. F. McCalla
	Colorado	- J. P. Jordan - D. D. Johnson - R. E. Moreng
	Hawaii	- C. P. Wilson, Vice Chairman - L. D. Swindale
	Idaho	- A. M. Mullins
	Montana	- J. A. Asleson, Treasurer - M. J. Burris
	Nevada	- D. W. Bohmont - R. E. Ely
	New Mexico	- P. J. Leyendecker - M. L. Wilson
	Oregon	- G. B. Wood, Chairman - W. H. Foote
	Utah	- C. E. Clark
	Washington	- J. S. Robins - J. M. Nielson
	Wyoming	- L. C. Ayres
	Guam	- W. P. L. Guerrero
	WDAL	- M. T. Buchanan, Secretary - N. Raphael, Recording Secretary
	CSRS	- E. H. Cobb
	ARS	- H. R. Thomas

1.0 Call to Order

Chairman G. B. Wood called the meeting to order at 8:00 a.m.,  
November 13, 1973.

## 2.0 Adoption of Agenda

The agenda was adopted with the addition of item 24.0 Rural Development Center Board. The minutes are in the order of the agenda.

## 3.0 Introductions

Chairman Wood introduced Dr. Estel H. Cobb as the CSRS representative and Dr. Wilfred P. L. Guerrero as Dean of the Land Grant Program at the University of Guam.

Director D. D. Johnson introduced Mr. G. W. Hamilton as Administrative Assistant to the Director of the Colorado Agricultural Experiment Station.

## 4.0 Announcements

No announcements were made.

## 5.0 Approval of Summer 1973 Minutes

The Minutes of the Western Directors' Summer 1973 Meeting were approved as distributed and corrected.

## 6.0 Report of Chairman/Report of Executive Committee - Wood

The Executive Committee met on November 12, 1973.

### 6.1 Compensation Policy for DAL

Information was available on budgets and salaries for the Regional Directors.

It is the recommendation of the Executive Committee that the Chairman of Western Directors appoint an ad hoc committee to develop guidelines for the compensation of the WDAL consistent with the compensation policies of the host institution.

Director J. M. Nielson moved, seconded by Director C. E. Clark, that Western Directors approve the recommendation of the Executive Committee and direct Incoming Chairman L. D. Swindale to appoint the ad hoc committee.

MOTION CARRIED.

6.2 Budget for DAL, Recording Secretary and Planning Associate for Fiscal Year 1975

DAL Buchanan informed the group that the full \$65,000 allotted for the DAL budget would be utilized this fiscal year (ending June 30, 1974). He asked for Executive Committee comments concerning budget proposals for fiscal year 1975 and beyond. Buchanan made similar reports and requests pertaining to the Recording Secretary and Planning Associate functions with current allotments of \$10,500 and \$20,000, respectively.

The Executive Committee requested the DAL to develop budget proposals, priorities, and alternatives for consideration at an Executive Committee meeting to be held sufficiently in advance of the spring meeting of Western Directors to permit full discussion of these matters.

6.3 Payment of \$2,000 to North Central Region Towards Services of National Interest Rendered by G. M. Browning

After discussion of a letter to Chairman G. B. Wood from W. F. Hueg, Jr., Chairman of the North Central Region, it was moved by J. A. Asleson and seconded by C. P. Wilson that the Executive Committee recommend to Western Directors that a payment of \$2,000 from funds available in the Western Region be made to the North-Central Region for one year only, to reimburse them for a portion of the extra costs involved in Browning's services as Executive Vice Chairman of ESCOP.

It was agreed during the discussion of the motion that a study should be made of alternative methods of handling the Executive Vice Chairman of ESCOP and related roles, including (1) the possibility that the new NASULGC staff member Russell C. McGregor's activities might reduce the services required; (2) that the jobs might be parceled out among the "Regional Directors", and (3) that the Regional Director within the region in which the Chairman of ESCOP is located might serve the needs on a rotational basis.

The MOTION PASSED with the understanding that any further action would await further information and study.

The action of the Western Directors on motion of J. M. Nielson of Washington, seconded by J. P. Jordan of Colorado, and PASSED, was to approve the payment of the \$2,000 to the North Central Region with the needed funds to come from the Western Directors' Special Fund within the general constraints outlined in the Report of the Executive Committee.

#### 6.4 FPC Proposals Involving Money

The Executive Committee was informed of several items considered within FPC that may demand future funding. These include support to CRIS and support for additional special travel by Director representatives of the Western Region.

It was agreed that these items would be reported to, and considered by, the Western Directors in connection with the FPC report.

#### 7.0 CSRS Report - E. H. Cobb

##### 7.1 Douglas Fir Tussock Moth

Jack Sullivan wanted me to tell you that Dr. R. C. Riley of the CSRS office has been in touch with specialists in some of the Western states to obtain scientific inputs pertaining to the Tussock Moth invasion of Douglas Fir stands. This is in response to expressed interest within the Secretary's office to obtain research that will be helpful in the control of this insect now that the use of DDT has been banned. Jack Sullivan's major interest is to seek an organized group with which CSRS people could work on the problem rather than to continue going individually to people within the states.

##### 7.2 Grant Program Under McIntire-Stennis

The McIntire-Stennis Advisory Board has recommended to the Secretary that steps be taken to establish a Grant Program under the McIntire-Stennis legislation. A small committee is working on details. Anyone with further interest in this should contact Jack Sullivan.

##### 7.3 Civil Rights Compliance

Dr. Ronningen asked that appreciation be expressed for the cooperation of the Experiment Station Directors on civil rights compliance.

##### 7.4 Fiscal Year 1974 Allotments Are Not Known At This Time

Dr. Lovvorn asked that I convey that the allotments for fiscal year 1974 have not been released by OMB. The Appropriations Bill was signed by the President on October 24, and the allotments normally would have been received by this time. It is not known whether there will be impoundments of CSRS funds.

## 7.5 Rural Development Act of 1972, Title V

A meeting on this item similar to those held in the regions will be conducted by T. S. Ronningen on Wednesday, November 14.

## 7.6 Animal Health Bill

The House hearings will be held November 13, 1973. Deputy Assistant Secretary Vander Myde will testify for the USDA. Though the Department is required by OMB to testify negatively on this Bill, much of what Vander Myde will say will support the need for additional animal health research.

## 7.7 Marketing Guidelines

Dr. Cobb reported that the CSRS-OD-1100 Guidelines for Marketing Research is being revised. It is anticipated that finalization will be achieved by early 1974.

## 7.8 Salary Analysis

Ed Miller asked me to inform you that the annual salary analysis will be coming out approximately December 1, 1973.

## 7.9 Discussion and Action

There was considerable discussion concerning problems faced by Directors in filling out the questionnaire pertaining to civil rights compliance. During the discussion, there was mention of the letter from Dr. T. C. Byerly to Directors on this subject that was sent from CSRS in 1964. Dr. Cobb promised that CSRS would make available to Directors copies of the Byerly letter. It was requested that a copy of this letter be appended to these Minutes as a permanent record (Appendix 7.3).

There was a strong feeling that steps should be taken to have civil rights compliance handled by a single agency, such as HEW rather than to have separate agencies, such as CSRS, ES, and HEW, make civil rights compliance checks. Dr. Cobb agreed to convey to CSRS the strong feeling of the Western Directors that it would be preferable to have the civil rights compliance activities handled by a single agency.

There was also considerable discussion pertaining to the Tussock Moth infection of Douglas Fir in the Pacific Northwest since the withdrawal of DDT. So far, no effective substitute means of controlling the Tussock Moth without DDT has been found. Several states and USDA have requested of EPA that there be a temporary release from the prohibition on the use of DDT, so that the



Tussock Moth infection, which is serious in the Northwest, might be checked. So far these requests have been denied. The research contemplated is for the purpose of developing substitute means of controlling this insect. It was decided that the CSRS representative would ask Dr. Sullivan to write to the several states concerned and to work directly with them on this matter.

## 8.0 DAL Report - Buchanan

DAL Buchanan reported that the activities in which he has been engaged will be summarized in the reports of committee activities of the Association. He would comment as these reports are made and as questions are raised, except for four items that are not otherwise on the agenda, as follows:

### 8.1 Las Vegas Meeting

This was a meeting held November 1 and 2, which was attended by C. E. Clark as a member of the Utah USDA-State Rural Development Committee. The meeting was held under the chairmanship of Walter Gunther. Assistant Secretary William Erwin spoke. Erwin's message was that Rural Development is with us and that there will be an escalating interest in it within USDA, the Executive Branch of Government, and the Congress. Dr. Clark reported that there was considerable discussion on the Federal Regional Councils as related to rural development, but that these do not relate to Title V.

Dr. T. S. Ronningen of CSRS discussed Title V briefly at the meeting. This portion of the Las Vegas session will be repeated here at the Wednesday session on Rural Development. There will be a set of handouts pertaining to the Rural Development item that may be obtained from Ronningen. Dr. J. M. Nielson reported that these likely are the materials that he had received from Roy Lovvorn under date of November 9 dealing with Rural Development matters.

### 8.2 Report on Regional and National Planning Developments in the West

Director C. P. Wilson, Co-chairman of the Western Regional Planning Committee, reported that a meeting of the Co-chairmen of the RPG's with the Co-chairmen of the RPC had been held in September 1973. At that meeting there was discussion of a preliminary draft of "Guidelines for Research Program Groups, Western Region, October 1973" that had been prepared by the staff with the assistance and advice of the Co-chairmen of the RPC. The Co-chairmen of the RPG's were requested to meet with their groups and report back to RPC by January 1, 1974,

concerning five activities as outlined in the revised "Guidelines for Research Program Groups, Western Region, October 1973", a copy of which is attached as Appendix 8.2.

Dr. Wilson reviewed the assignments for Research Program Groups as follows:

- (1) Review, evaluate and comment on the statements of missions, goals, objectives and tasks as provided in the guidelines.
- (2) Develop a draft statement of the missions, goals and objectives for each RPG and also comment on the manner in which later evaluations may be made of accomplishments toward the missions, goals and objectives set.
- (3) Report the RPG "ideal" distribution of scientific manpower to achieve the results desired.
- (4) Make five year forward projections by RP's within each RPG.
- (5) Recommend in priority order the activation of RP task forces.

Reports on these activities will be fed back to the staff for summarization and analysis prior to a meeting of the Western Regional Planning Committee to be scheduled for January 1974.

Following further review and action by RPC, a special meeting of the Western Directors will be called to review what has come out of the process and to consider detailed plans for further activities.

Dr. Wilson requested Director L. D. Swindale to report on the meeting of RPG 1.00, Natural Resources, which was the first of the RPG's to hold a meeting. Swindale reported that this was a good meeting attended by everyone except the Extension representative who was appointed later, and one other member who had a conflict and could not be there. Everyone took the assignment very seriously. The group was not able to finish all the activities and the meeting will be carried on by correspondence to complete the activity reports by the end of December as specified in the guidelines. The item that will require the greatest continuing attention is the study of the missions, goals and objectives for the RPG and for the total system on which RPG 1.00 and the other RPG's have been asked to comment. This takes quite a lot of time to do well and the group needs to review items that have been reduced to writing before final decisions are made and transmitted to RPC. Dr. Swindale reported that filling in the numbers, including the estimation of the idealized distribution

of SMY's, was not overly difficult but that they did have considerable difficulty with the classification system and program structure. People find it difficult to get over complaining about the complexities of the RPA listings by commodities, activities and the like, and get on to the more important job of assigning priorities to research needs and making the projections. Some of the difficulty was obviated by putting into narrative form what the RPG members considered to be appropriate under each of the RP headings. The RPG will rely on staff to sort out the RPG x commodity and other overlaps. As the group perceived it, this was the only way that the RPG could get on with its more important tasks. The greatest problem was in the forestry research category which no one understood except Ed Gaines of the FS who was there.

One of the important things that came out of the meeting was the need for research related to the energy crisis. This highlights, again, the difficulties of the present program structure which does not provide explicitly for the work urgently needed now that is related to this crisis. Again, the group relied on their narrative description of the work needed and put this within the context of other natural resource categories as the Committee perceived it with respect to the combination of research needed within the overall area entitled "Natural Resources".

Dr. Swindale reiterated that it was a good meeting, that he took copious notes, and that he would be glad to share these and further reactions with Co-chairmen of other RPG's. It is anticipated, he said, that there would be only two RP's recommended from the natural resources area for the reason that earlier task force reports are still considered useful.

Following discussion, DAL Buchanan was requested to send to the Western Directors a complete listing of the membership of the Western Research Program Groups. (This has been done under date of November 19, 1973, as OWDAL-95.)

Director Swindale was asked to provide the Western Directors with his analysis of the meeting.

### 8.3 Staff Work Associated With Western Regional Planning Committee and Related Activities

DAL Buchanan commented favorably on the staff input to the guidelines (Appendix 8.2); to the preliminary analysis of 1971-76 and 1972-77 projections prepared by Joe Roop (OWDAL-94); and related items. Ed Gaines of the Forest Service has become an active participant in the staff group within the West and has assumed the duties of Secretary of the Western Regional Planning Committee. R. L. Olson of ARS participates in a staff

capacity, as does M. T. Buchanan, C. P. Wilson, and H. W. Camp. The statement of guidelines has been made available to the Co-chairmen of other Regional Planning Committees as the report of the Subcommittee appointed at the Meeting of Co-chairmen in Denver.

This Committee, appointed at the Denver Meeting to develop suggested guidelines for the Regional and National Planning Committees, was comprised of Buchanan, Day (Wilson), and Camp.

#### 8.4 Forms for \$90 Million Increase

DAL Buchanan distributed the forms and the cover memorandum that had been prepared by the four Regional Directors at the Denver Meeting for the purpose of obtaining responses from Directors concerning their preferred use of their portions of the increased Hatch funds that would be available under the proposed \$90 million increase to CSRS. (This was an action of the Association based on a press conference by President Parks of NASULGC and subsequent actions within the Legislative Subcommittee of ESCOP, the Experiment Station Section, the Division of Agriculture, and the Executive Committee of the Association.) Directors had available for their perusal, in connection with the discussion of these forms, the report of the Legislative Subcommittee that will be included in the Minutes of the Section (W. F. Hueg, Secretary). It is understood that the responses of Directors are to be used in conjunction with the preliminary statements provided by the Legislative Subcommittee and further development of packages that will be placed before the USDA, OMB, and the Congress, in support of the doubling of funds available to CSRS for the support of research in the State Agricultural Experiment Stations. The ultimate goal is to arrive at a two-way table that will involve the total amounts under the formula available to the states on one way, and research programs the other, such that the two match to finally agreed upon totals. There would not be, however, a formula distribution of the amounts by states under each of the programs. Rather, concentration is encouraged within those areas by states, in which particular states have demonstrated competence. Responses from the states are to be in the mail by December 1, 1973, so that the Regional Directors may summarize them during the first week of December, be in contact with the states, if necessary, and then gather in Washington, D.C. during the second week of December to develop a national program.

The Western Directors agreed to accept this assignment.

## 9.0 FPC Report - C. P. Wilson

Director Wilson presented and explained the Forward Planning Committee Report.

### 9.1 Review of Committee Structure of WAAESD

#### 9.11 Current Structure

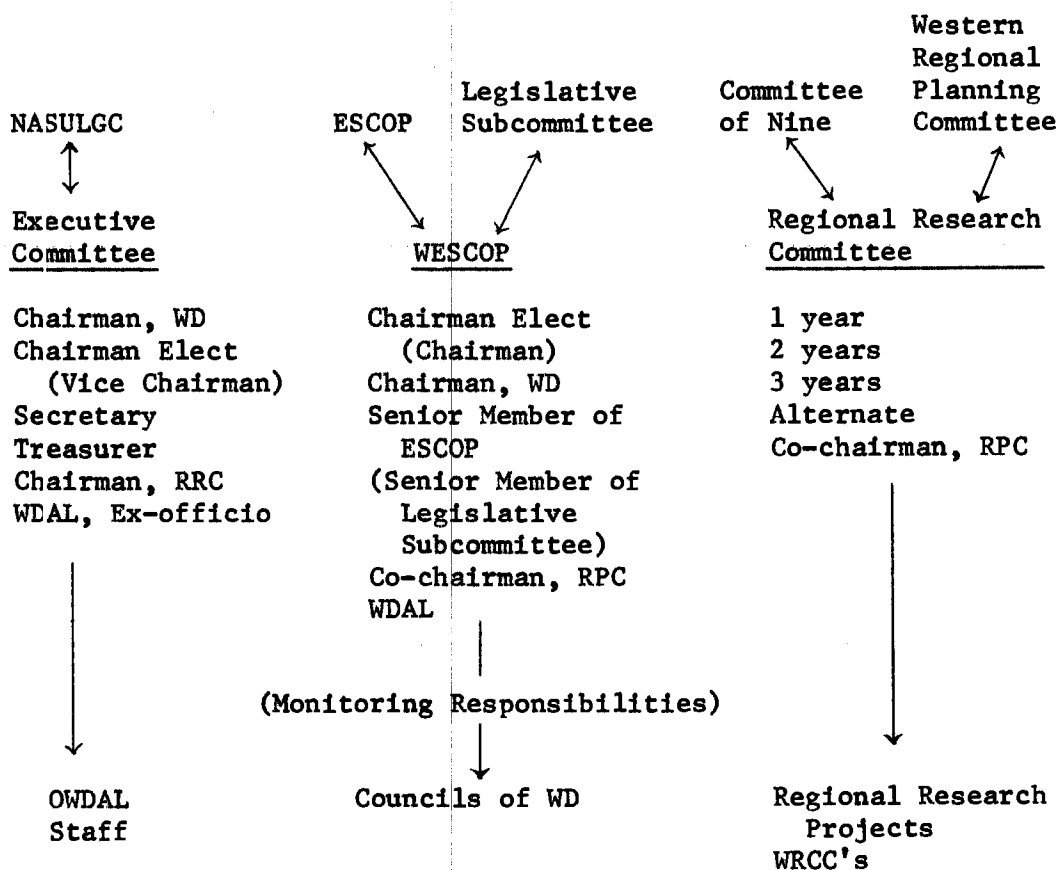
#### Committees on which Western Directors have representatives

<u>ESCOP</u>	<u>ESCOP Legislative Subcommittee</u>	<u>Committee of Nine</u>	<u>Western Regional Planning Committee</u>
1 year	Senior member	1 year	Co-chairman - appointed
2 years	of ESCOP	2 years	1 year - RRC
3 years	Second Senior	3 years	2 years - RRC
Alternate	member of ESCOP	Alternate	3 years - RRC
			Alternate - RRC
			DAL

#### Committees of WAAESD

<u>Executive Committee</u>	<u>Forward Planning Committee</u>	<u>Regional Research Committee</u>
Chairman, WD	Vice Chairman,	1 year (Chairman)
Vice Chairman	WD (Chairman)	2 years
(Outgoing Chairman)	Outgoing Senior	3 years
Secretary	Member C/9	Alternate
Treasurer	Outgoing Senior	
Chairman, RRC	Member ESCOP	
	Members of Legis-	
	lative Subcom-	
	mittee	
	DAL	
	CSRS	

## 9.12 Proposed Structure



## 9.13 Functions of Committees Under Proposed Structure

### 9.131 Executive Committee

- 9.1311 Monitor and supervise OWDAL including
  - Program of OWDAL
  - Personnel evaluations
  - Salary recommendations
- 9.1312 Recommend budgets for
  - OWDAL
  - WD Special Fund
- 9.1313 Interim actions on behalf of WD, on request from Chairman of WD

## 9.132 WESCOP

- 9.1321 Recommend long-range policies and directions for WD and related legislative matters
- 9.1322 Recommend position of WD on regional and national research policy issues, particularly those coming before ESCOP
- 9.1323 Monitor councils of WD
- 9.1324 Recommend changes in structure of committees and councils of WD

(WESCOP normally will meet preceding ESCOP meetings.)

## 9.133 Regional Research Committee

- 9.1331 Consider proposals for and recommend Regional Research Projects and WRCC's
- 9.1332 Monitor Regional Research Projects and WRCC's
- 9.1333 Recommend off-the-top funding from RRF

## 9.14 Actions Recommended

- 9.141 Effective 1973-74, the Vice Chairman of WD be the Chairman-Elect (rather than Past Chairman of WD)

Director C. P. Wilson moved, seconded by Director J. B. Kendrick, Jr., that effective beginning 1973-74, the Vice Chairman of Western Directors be the Chairman-Elect. MOTION CARRIED.

- 9.142 Chairman of WD appoint a nominating committee to nominate a Chairman-Elect for 1974-75 who will become Vice Chairman for 1973-74 upon election at this meeting

Director C. P. Wilson moved, seconded by Director J. M. Nielson, that the Chairman of Western Directors appoint a nominating committee to nominate a Chairman-Elect for 1974-75 who will become Vice Chairman for 1973-74 upon election at this meeting. MOTION CARRIED.

Chairman Wood appointed the Nominating Committee comprised of C. P. Wilson, P. J. Leyendecker, and R. K. Frevert.

On behalf of the Nominating Committee, Director Frevert reported the nomination of Director R. E. Ely of Nevada to be Chairman-Elect for 1974-75. Director Ely was duly elected by the Association.

- 9.143 WDAL be added as an ex-officio member of the Executive Committee

Director C. P. Wilson moved, seconded by Director J. M. Nielson, that the Western Director-at-Large be added as an ex-officio member of the Executive Committee with the understanding that he would not have a vote on matters pertaining to the operations of his office. MOTION CARRIED.

- 9.144 The Forward Planning Committee be terminated as of the close of this meeting and in its place the Western Experiment Station Committee on Organization and Policy (WESOP) be established with membership as shown

Director C. P. Wilson moved, seconded by Director C. E. Clark, that the Forward Planning Committee be terminated as of the close of this meeting and that in its place the Western Experiment Station Committee on Organization and Policy be established with membership as shown.

Director M. J. Burris moved, seconded by Director R. E. Ely, to amend the motion to include the Senior Member of the Committee of Nine on the membership of WESOP. AMENDMENT TO MOTION CARRIED.

Following considerable discussion on the main motion, Dean G. R. Stairs moved, seconded by Director J. P. Jordan, that the motion be tabled until the Western Directors' Spring 1974 Meeting. MOTION CARRIED with five in favor and two opposing votes.

- 9.145 The office of Co-chairman for SAES on WRPC be established at a normal term of three years

Director P. J. Leyendecker moved, seconded by Director J. M. Nielson, that the office of Co-chairman for SAES on WRPC be established at a normal term of three years. MOTION CARRIED.

- 9.146 The Co-chairman of WRPC be added to the membership of RRC with the understanding that he would not succeed to Chairmanship of RRC and that he would not be expected to move to the Committee of Nine



No action was taken on this item pending removal from the table of recommendation 9.144.

- 9.147 The functions of the Executive Committee, WESCOPE and RRC be accepted, subject to revision by the WD at any future meeting

No action was taken on this item pending removal from the table of recommendation 9.144.

It was understood that there would be further discussion of items 9.144, 9.146 and 9.147 and related matters by the current Executive and Forward Planning Committees prior to the spring meeting. Members of the Association are expected to study these matters and be prepared to take action in February 1974.

- 9.2 The FPC suggests to WD the creation of a WRCC for coordination of environmental programs between SAES, State Extension Services and EPA, including information and advisory services in the Western Region and that the Chairman of WD contact the Chairman of Western Extension Directors to develop a joint proposal for activation at the Spring 1974 Meeting. It is further suggested that Dean J. S. Robins of Washington State University be the Administrative Advisor.

This suggestion was accepted by Western Directors by concurrence.

- 9.3 FPC suggests that WAERC and WSWRC give additional attention to Water Policy and to Land Use Policy issues and to consider drafting a resolution (or resolutions) from WD to Congress and/or Federal Agencies for consideration by WD at the Spring 1974 Meeting.

Western Directors accepted this suggestion by concurrence.

- 9.4 Three alternative methods have been suggested for SAES to help finance CRIS;

- Each individual Station pay for outputs of CRIS requested by that Station
- Off-the-top funding from RRF
- Through the budget of OWDAL

FPC recommends that WD express to their ESCOP representatives a preference for billing individual Stations for the costs of outputs requested.

This recommendation was accepted by concurrence.

9.5 With regard to the format for WD meetings, FPC suggests

- Informational reports from administrative advisers to councils be limited to one less-than-ten minute report per year to be given at the spring or the summer meeting after the annual meeting of the council. The report would cover, first, actions requested and decisions of WD sought concerning policy matters. Informational items would be provided in the written report.
- When USDA representatives meet with WD, policy matters in which USDA representatives have an interest be discussed in joint meeting; internal policy and housekeeping matters be considered by WD in executive session.

Western Directors accepted this suggestion by concurrence.

9.6 Three matters before FPC will be carried over.

- 9.61 Role and function of the WD advisory councils, including the WHERAC report
- 9.62 A possible "position paper" on the role and function of CSRS
- 9.63 Board of Directors for Regional Center for Rural Development under Title V of the Rural Development Act of 1972. (See item 24.0 of these Minutes.)

9.7 FPC recommends that the Executive Committee review the functions, programs and 1974-75 budget for OWDAL and report at the Spring 1974 Meeting.

This recommendation was accepted by concurrence.

9.8 ARS has reported that a review will be made of its research program on range management and requests that WD designate a representative to be involved in the review. FPC recommends that Director D. W. Bohmont be designated.

Director C. P. Wilson moved, seconded by Director P. J. Leyendecker, that Director D. W. Bohmont be designated as the Western SAES representative to the ARS internal review of its research program on range management and associated items. MOTION CARRIED.

9.9 A request has been received that WD and Western Extension Directors designate a person who carries both an Experiment Station and an Extension title to serve in a liaison capacity between the two groups. FPC recommends Director P. J. Leyendecker and asks the Chairman of WD to consult with the Chairman of Western Extension Directors to seek concurrence.

Director C. P. Wilson moved, seconded by Director C. E. Clark, that Director P. J. Leyendecker be designated to serve in a liaison capacity between the Western Experiment Station and Extension Directors. The Chairman of Western Experiment Station Directors is to consult with the Chairman of Western Extension Directors to seek concurrence.  
MOTION CARRIED.

- 9.10 FPC recommends that a schedule be developed which would assure at least three Western Stations be represented at each of two NISARC meetings each year over the next four years. Each would spend extra time in conjunction with these meetings contacting his Congressional delegation. FPC further recommends that those designated be eligible for travel on the WD Special Fund. (This would in no way preclude other Stations sending representatives.)

Director C. P. Wilson moved that Western Directors adopt the recommendation that a schedule be developed which would assure that the Western Stations are represented at NISARC meetings. The motion died for lack of a second.

Director D. D. Johnson moved, seconded by Director R. K. Frevert, that steps be taken to seek coordination of meetings of ARI and NISARC in Washington, D.C. so that both meetings could be attended in one trip by Directors from the Western Region. MOTION CARRIED.

#### 9.11 Off-the-Top Funding of RRF Projects

Director D. D. Johnson raised a question concerning RRC's recommendations for off-the-top funding of RRF projects. Policy and guidelines are needed.

Chairman Wood asked that this be an agenda item for the combined Forward Planning Committee and Executive Committee meeting to be held in advance of the Spring 1974 Meeting of Western Directors.

### 10.0 RRC Report - Foote

The items listed below were considered by RRC. See Appendix 10.0 for details of the report and actions of Western Directors.

#### 10.1 Project Extension

- 10.11 W-117 Structural Changes in the Agricultural Industries: Causes and Impacts

## 10.2 Requests to Develop Regional Research Projects

### 10.21 Structure of Agriculture

### 10.22 Increasing Productive Efficiency of Food Producing Animals by Reducing Environmental Stress

### 10.23 Increased Efficiency in Marketing Lamb, Mutton, and Sheep Products

## 10.3 WRCC Petition

### 10.31 Drainage Design Research

## 10.4 Reports of Administrative Advisors

### 10.41 WRCC-18 Management of Wild Bees for the Pollination of Alfalfa

### 10.42 Project Proposal on Human Nutrition

### 10.43 Dairy Marketing

## 10.5 Format for Administrative Advisors' Evaluation of Regional Research Projects

## 11.0 ESCOP Report - Wood

Director Wood reported that the Chairman of ESCOP, J. M. Whatley, had made a report for ESCOP at the Section Meeting. The report will be included in the Minutes that are being prepared by W. F. Hueg, Jr., of Minnesota. Unless there are questions, no further report for ESCOP will be made at this time. There being no further questions, the reader may refer to the minutes of the Section for the report referred to above and to the minutes of ESCOP for other actions.

## 12.0 ESCOP Legislative Subcommittee Report

Reports of the Legislative Subcommittee are to be found for the November meeting in the Minutes of the Section and for other meetings in the minutes of the Legislative Subcommittee.

## 13.0 ARPAC Report - Buchanan

DAL Buchanan made reference to OWDAL-91 of October 10, 1973, in which he had made a report to the Western Directors on the ARPAC and NISARC meetings of October 5 and October 8-9, 1973, respectively.

It is understood that action is being taken at this meeting (NASULGC November, 1973) to finalize the Memorandum of Understanding between the National Association and the USDA pertaining to the continuation of ARPAC and the related establishment of the National Planning Committee.

DAL Buchanan stated further that it was his understanding that minutes of ARPAC meetings were being circulated to Directors. In the event that there are Directors who do not receive ARPAC minutes, please inform Buchanan and he will seek to get your name included on the mailing list for ARPAC minutes.

#### 19.0 ARI Report - Robins

Dean J. S. Robins of Washington State reported that the reorganization of ARI has been completed and that the response in the form of paid memberships by Experiment Stations Directors and by industry representatives has been heartening.

There are presently about 140 members of whom about 28 are SAES. The next ARI meeting likely will be held away from Washington, D.C.

A report will be made available from ARI pertaining to the meeting held in Washington October 8-9, 1973. There were numerous favorable comments concerning this meeting in which the concentration of subject matter had to do with environmental and other regulatory matters. There is evidence that the policy-makers within the regulatory groups are beginning to rely more heavily than before on scientific evidence.

Dr. Robins agreed that it would be a good idea for the ARI, NISARC, and possibly other meetings, to be coordinated in such a manner that Directors from the Western Region, especially, could economize on travel. He thought consideration would be given to such a possibility.

#### 20.0 ARS Report - Thomas

Dr. H. Rex Thomas reported that fiscal year 1974 funds for the Agricultural Research Service have not yet been released by OMB. We have no reason to believe that any of the increases included above the President's budget will not be made available. However, there is less optimism that additional personnel ceilings will be provided.

Increases affecting the Western Region include funds for sugar cane smut, tropical agriculture and training center, ornamentals, saline seep, fruit diseases, non-lethal means of predator control, and tropical fruit flies.

Joint planning between Experiment Station Directors and ARS Area Directors is becoming more meaningful. However, continued emphasis

is needed on identifying and shifting funds from lower to higher priority research needs that meet ARS goals. Station research and Extension personnel can be most helpful in these adjustments because of their close contacts with agricultural interests within the states.

The Western Region has reached its reduced ceiling (1,360 permanent full-time) and we are now employing personnel as retirements occur. Most of the new, permanent full-time employees will be those already on the rolls as temporary employees or permanent part-time. Particular emphasis will be on support personnel and meeting national goals of increasing employment of minorities and women.

#### 21.0 Centennial Program Committee - M. L. Wilson

Director M. L. Wilson reminded the group of the report made by Paul Waggoner and Jim Halpin at the Section Meeting. Each state may estimate its anticipated costs from the materials handed out there. An added cost of about 10% of the amounts listed in the materials handed out by Dr. Waggoner likely will be needed to finance the special function in conjunction with the Land-Grant meetings in Houston during the fall of 1975. It is anticipated that important personages from Washington, D.C. will be invited to attend the meetings at Houston and to participate in a Barbecue, Texas-style. Dr. Kendrick reported that the Chairmen of the Agricultural Committees in the House and Senate, and the Chairmen of the Subcommittees on Agricultural Appropriations in both bodies, would be among those invited. A local committee is proceeding with arrangements and it is anticipated that there will be billings soon to cover some of the anticipated costs that inevitably will be involved in a celebration of this type.

There was brief discussion of the celebrations planned within the individual states that would supplement the national thrust. Brochures, special field days, and the like, no doubt, will be utilized in this connection. A question was raised concerning the beginning and ending of the Centennial year. Apparently, the Centennial Celebration will encompass both the fiscal and calendar years of 1975, one ending June 30 and the other December 31. Thus, a total of 18 months will be available for state and national activities.

There will be further discussion of this item in the spring meeting, including further reports of activities at the national level and reports by Station Directors of more specific plans within the individual states.

## 22.0 Future Meetings

Director P. J. Leyendecker recommended, and the Western Directors accepted, the week of February 18 for the spring meeting in 1974.

Director Mack Dugger invited the Western Directors to hold the spring 1975 meeting at the UC Riverside Campus.

The date and specific location for the summer meeting to be held in Washington State during the summer of 1974 will be firmed up and reported to the Western Directors for their consideration at the Spring 1974 Meeting.

## 23.0 Presentation of Plaque to President R. W. MacVicar of Oregon State University

A beautiful plaque had been prepared under the supervision of Director Leyendecker of New Mexico, which was presented by Chairman Wood to President MacVicar at the Wednesday morning Session of the Western Directors November 14, 1973. Dr. MacVicar expressed his appreciation for this recognition by the Western Directors and reiterated some of his comments at the Newport meeting to the effect that additional agricultural research is going to be badly needed in order to keep up with the long-range increase in world population and food demand, and in order to undergird the United States balance of payments for the imports of oil and other products that will be needed. He cited two particular areas of promise, namely, additional work to increase the efficiency of the conversion of sunlight to food energy, and work to improve the efficiency of meat, particularly of beef production. In this latter connection, he made particular mention of the need for improvements in reproduction, physiology, and performance.

The Directors reiterated their expression of appreciation to Dr. MacVicar for his continuing help in the public relations program for agriculture and particularly for agricultural research. The group invited Dr. MacVicar to attend our meetings whenever it is possible for him to do so.

## 24.0 Rural Development Center, Proposed Board of Directors for Title V - Wood

Director Wood reported that the Western Association of Agricultural Experiment Station Directors must identify a Center to receive funds under Title V of the Rural Development Act of 1972. The Western Regional Center for Rural Development at Oregon State University, Corvallis, was designated by the Western Directors for this purpose in their summer meeting, 1973.

The regulations also require that the Western Association approve a Board of Directors for the Research and Extension activities provided for under Title V of the Rural Development Act of 1972.

Dr. Wood passed around copies of a sheet that he had prepared, indicating the membership of the present Advisory and Technical Committee for W-115 and the Center as approved by the WAAESD. The sheet also contained a proposed Board of Directors for Title V. The present Advisory and Technical Committee comprises 16 members and the proposed Board, nine. The nine would be chosen from among the membership of the larger committee of which the smaller group would be a part, except when they were sitting specifically as the Board for Title V. Director Wood reported that he had discussed the proposed Board of Directors for Title V with representatives of the Western Extension Directors and that they had taken action to approve the nine-member Board. A copy of the sheet distributed by Director Wood is Appendix 24.0.

Director Nielson moved approval of the proposed Board of Directors. The motion was seconded by C. P. Wilson.

There was lengthy discussion on the motion. This discussion occurred during the Wednesday morning Session of the Directors, November 14, 1973, at which was present Dr. Don Sorensen of the Cooperative Extension Service, Colorado State University. Through courtesy of Oregon State University, Dr. Sorensen is also Acting Assistant Director for the Center for the rest of this fiscal year. Several of the deans who were occupied in other sessions on Tuesday also were present Wednesday morning.

Director Wood reported that the Extension Directors had originally proposed that the statutory Board of Directors be limited to the Experiment Station and Extension Director members of the Advisory and Technical Committee. They had later agreed, however, with the argument that there is a need for the professional competence represented in the three representatives from the Agricultural Economics Advisory Council, the Extension Community Resource Development Committee, and the Western Social Research Advisory Committee. In response to a question concerning why the Extension Directors proposed initially to exclude the professional talent, Director Wood explained that it was frankly because they felt the need for administrative "control of the agenda".

Dean G. R. Stairs told of a recent meeting of the Regional Advisory Council for the State of Arizona at which they had requested formal submission of two major points: (1) their concern that there be a balance of regional and local level participation and financing of Research and Extension efforts related to Rural Development; and (2) that there be representation on the Board of Directors from the Regional Advisory Councils. He further stated that this group was concerned that there presently is too much control by "in-house" interests.



Director C. P. Wilson stated his feeling that there is too much monitoring already of the Center by Advisory and Technical Committees and that this is true on the whole of Title V activities. It was his opinion at this point, and several others joined in this, that we should disband the 16-member Advisory and Technical Committee and work with the proposed Board of Directors comprising nine members. It is especially important at this point not to bring in representatives of State Advisory Councils as this would add to the number of people and to the complexity of operations, he said.

Dr. Wood responded that the larger committee was established in the judgment of the Western Directors at the time of the creation of the Center. The Regional Project W-115 is involved as well as the Center operations. There is still not complete representation of all the groups and states that feel they have a stake in the operations. This is not to say, he said, that there should not be continuing consideration of the appropriate membership of the body.

Dr. McCalla expressed his judgment concerning the need for programmatic inputs within the Board as well as for "control" by the Board. On the whole, he said that he preferred smaller, rather than larger committees, and less committees, rather than more. We need people, however, who are qualified to make programmatic inputs and judgments.

Dr. Stairs stated that we continue to leave out the third party, namely, the public. We are tending to keep it as an in-house thing comprised of Research and Extension people. We need the people who are at the local level who have an enthusiastic interest in rural development and who can make valuable inputs. There are key people who would be willing to serve, such as the President of the Arizona Manufacturers Association, who can help us decide what industries to attempt to attract and which ones not to attract. This is the third leg that is needed to make this stool stand up.

Director Johnson of Colorado stated that we need to make sure that we are dealing with rural people who "want to be developed". There are numerous areas in Colorado in which the citizenry would prefer to let things remain as they are.

Stairs responded that this support was what he was attempting to say. We need the pragmatic, local inputs representative of the people directly involved.

Director Wood reported that in the northeast, there is a 12-member Board with no program people included. He thought the Western Association was wise to include people with such competence on the Advisory and Technical Committee and, as proposed, on the Board of Directors for Title V. He stated further that

he wished he could see a way to include adequate representation from the local Councils. He thought we should study this matter and arrange to put these people on, perhaps on the overall Board, when we see a way to do it. He said we have to make a start now in order that the Center may receive and utilize Title V money.

Dr. Stairs said that he would be willing to settle for a minority opinion, if information concerning this minority opinion is moved forward to the Director of the Center. He felt still that we were making a mistake in not including the kind of expertise and representation that could be obtained by including representation of the councils.

Director Jordan commented that maybe it is a majority opinion, rather than a minority one, that these people should be included. He urged that the inclusion of the private sector be studied between now and the spring meeting with a view to later inclusion of one or more representatives from the private sector. He asked that this be made an agenda item for the February meeting. The Chairman requested that the Recording Secretary make a note to this effect.

The question was raised concerning how the members of the proposed Board would be selected. It was agreed that the Western Station and Extension Directors would select the Director-members and that the Council and Advisory Committee-members would be selected from among the larger representation from these groups on the Advisory and Technical Committee. Both committees would continue to function with the proposed Board of Directors for Title V serving essentially as a subcommittee of the larger body except for those meetings that deal specifically with Title V matters.

The question on the motion was put with the understanding that there would be further study of the questions that had been raised, particularly the one pertaining to representation from the private sector, prior to the spring meeting, and that this matter would receive further consideration in February in New Mexico. With these understandings, the MOTION PASSED with no dissenting vote.

A question was raised by Director Frevert concerning state participation in the Social Marginalization Project of the Center. Is this a qualified Regional or Hatch project? The consensus was that this work is a part of W-115 that has been approved as a regional project and that for this reason, the Social Marginalization activities are appropriately RRF in nature. Chairman Wood volunteered to obtain additional clarification of this item and to write to Director Frevert and others concerning it. (Wood sent letter to Beacher, CSRS, dated November 20, 1973.)

## 25.0 Adjournment

Chairman Wood passed the gavel to incoming Chairman Swindale who adjourned the meeting of the Western Directors at 10:30 a.m. November 14, 1973.

## 26.0 Clay Center Visitation - Buchanan

A sizable delegation of the Western Directors Association visited the Meat Animal Research Center near Clay Center, Nebraska, on November 15 following the NASULGC meeting. This delegation was accompanied by Dr. H. R. Thomas.

Dr. Keith Gregory, Director of MARC, hosted the group, plus a fair representation of directors from other regions in a tour of the land and facilities and then a discussion of the Center program. DAL Buchanan expressed appreciation to the ARS folks on behalf of the Experiment Station Directors.

## APPENDIX 7.9

UNITED STATES DEPARTMENT OF AGRICULTURE  
Cooperative State Research Service  
Washington, D. C. 20250

Office of the Administrator

CSRS-SL-2474

To: All State Agricultural Experiment Station Directors and Administrative-  
Technical Representatives of the McIntire-Stennis Program

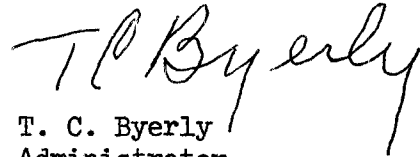
The following guidelines are being sent to you to clarify CSRS policy with regard to implementation of Title VI of the Civil Rights Act of 1964. The policy statements listed below are applicable to all programs receiving Federal-grant support from funds administered by CSRS. A copy of these guidelines should be made available to each member of your staff. The general public should also be made aware of these policies. Specific procedures for notifying the public are the responsibility of the Director.

1. All facilities of the experiment station, or other recipient institution, i.e., rest rooms, dining areas, auditoriums, seminar rooms, research facilities, equipment and plot areas shall be available on a nondiscriminatory basis.
2. Federal-grant funds may not be used to enable staff members to participate in, attend or disseminate research information at meetings segregated on the basis of race, color, or national origin.
3. Groups, associations and organizations which sponsor meetings in which the participation of station scientists is requested should be notified, in writing, that the station cannot provide assistance to any organization that excludes any person from membership or participation in any activities of the organization or subjects any person to discrimination because of race, color, or national origin. The experiment station Director should determine, and assure himself, that the groups, associations or organizations do not discriminate on the basis of race, color, or national origin.
4. Any written allegation of discrimination involving programs supported by Federal-grant funds received by the Director of the agricultural experiment station should be promptly forwarded to the Administrator, CSRS. The Administrator, CSRS, in turn, will promptly forward copies to the Office of the Secretary and to the Office of the Inspector General for investigation.

5. There should be no participation in duplicate or similar sessions for such events as field days, demonstrations and other events open to the public, when such duplication maintains segregation at such events.
6. Estimates should be made of total and minority group attendance at field days, demonstrations, and other events open to the public.
7. Mailing lists and other methods of disseminating information directly or through field days, demonstrations, and other events open to the public should be developed and maintained without reference to race, color, or national origin. There should be no way of identifying directly or indirectly members of minority groups or organizations. If there is any reason to believe that lists presently being used were developed in such a way as to exclude or limit attendance of members of minority groups, positive action should be taken to insure inclusion of qualified persons or groups regardless of race, color, or national origin.
8. In selection of individuals as conferees, observers, consultants, or advisors, or as members of advisory or planning groups, or as volunteer subjects for any research project, such selection shall be made without regard to race, color, or national origin (unless the research includes race, color, or national origin as a factor to be studied). Records should be maintained on the employment or utilization of members of minority groups in the above capacities. Records should also be maintained of specific actions taken to include Negroes and members of other minority groups in any of the above capacities. Projects which include studies of race, color, or national origin should be specifically identified. Information on these projects may be requested from time to time.
9. These policies may be supplemented by CSRS as the need arises.
10. These policies are effective immediately. Where specific procedures are necessary to assure compliance with some of the above policies, these procedures should be developed promptly and should be effectively implemented within 30 days after receipt of this letter.

The experiment station Director, or forestry school or other designated recipient institution official, is specifically responsible for developing and maintaining policies and procedures to insure the application of the aforementioned stipulations.

Sincerely yours,

A handwritten signature in cursive script, reading "T. C. Byerly". The signature is written in dark ink and is positioned above the printed name and title.

T. C. Byerly  
Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE  
COOPERATIVE STATE RESEARCH SERVICE  
WASHINGTON, D.C. 20250

CSRS-SL-2474(1)

OFFICE OF THE ADMINISTRATOR

August 28, 1973

SUBJECT: Guidelines for Civil Rights Compliance at Institutions Funded  
Through the Cooperative State Research Service

TO: Directors of State Agricultural Experiment Stations, Administrative-  
Technical Representatives, McIntire-Stennis Program and Research  
Coordinators at the 1890 Land-Grant Institutions and Tuskegee

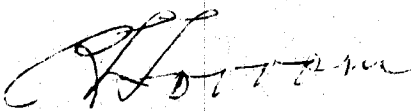
These guidelines are intended as a replacement for those expressed in T. C. Byerly's memorandum of October 20, 1965 (CSRS-SL-2474). These guidelines clarify CSRS policy with regard to implementation of Title VI of the Civil Rights Act of 1964 and conform to Department of Agriculture Regulations governing Civil Rights (Title 7, Sec. 15). The policy statements listed below are applicable to all programs supported by funds administered through CSRS.

A copy of these guidelines must be made available to each member of your staff. The general public must also be made aware of these policies. Specific procedures for notifying the staff and the public are to be developed by the responsible research official.

1. All facilities of the recipient institution, i.e., rest rooms, dining areas, auditoriums, seminar rooms, research facilities, equipment, and plot areas shall be available on a non-discriminatory basis.
2. For all research oriented meetings sponsored by the recipient institution, attendance shall be on a non-discriminatory basis. In addition, research funds can not be used to enable staff members to participate in research meetings that are segregated by race, color, or national origin.
3. Groups, associations, and organizations which are furnished assistance by the research unit must be informed in writing that such groups cannot receive assistance if they practice discriminatory policies based on color, race, or national origin. The responsible official of the research unit must determine that the groups, associations, or organizations do not practice discrimination.

4. Records must be maintained to show as accurately as possible the participation of minorities in all research related activities of the unit. This refers to direct subprofessional and professional employment, to graduate research assistants, to membership on advisory bodies, and to participation in research related events sponsored by the research unit. Such records shall be made available upon request to USDA personnel engaged in compliance review activities at your institution.
5. There can be no participation in duplicate or similar sessions for research oriented events open to the public when such duplication maintains segregation on the basis of race, color, or national origin. Announcements of events open to the public must contain the statement that the event is, "open without regard to race, color, or national origin."
6. Any formal discrimination complaint against the unit that involves programs supported by federal grant funds must be made available to USDA personnel engaged in compliance review activities at your institution.
7. All public announcements must state that your unit is an Equal Opportunity Employer.
8. All mailing lists used by the research unit shall be compiled and maintained without reference to race, color, or national origin. There must be no way to directly or indirectly exclude minority individuals or organizations.
9. These policies will be supplemented by CSRS as the need arises.

The responsible research unit leader is specifically responsible for developing and maintaining policies and procedures to insure the further application of these guidelines.



R. L. LOVVORN  
Administrator



APPENDIX 8.2  
GUIDELINES FOR RESEARCH PROGRAM GROUPS  
WESTERN REGION

October 1973

CONTENTS

	<u>Page</u>
1.0 Assignments for Research Program Groups . . . . .	28
2.0 RPC Activity Sheets . . . . .	30
3.0 Draft of "Regional and National Planning and Implementation System" . . . . .	36
3.1 Introduction . . . . .	36
3.2 Missions . . . . .	38
3.3 Goals, Objectives, and Tasks . . . . .	39
3.4 Process . . . . .	42
3.5 Evaluation and Performance . . . . .	44
3.6 Research Program Groups . . . . .	45
3.7 Some General Thoughts on Research Planning . . . . .	58
4.0 Appendix . . . . .	59
4.1 Members of Western Regional Planning Committee . . . . .	60
4.2 Glossary of Terms and Acronyms . . . . .	62

## GUIDELINES FOR RESEARCH PROGRAM GROUPS

### WESTERN REGION

October 1973

#### 1.0 Assignments for Research Program Groups

Each RPG is requested to do the following as its initial assignment:

1. Review, evaluate, and comment on Sections 3.2 and 3.3 concerning the Missions, Goals, Objectives and Tasks for the Regional and National Planning and Implementation System and for Agricultural Research in general. Guidelines for the evaluation process are provided as RPC Activity #1 in Section 2.0.
2. Develop a draft statement of the Missions, Goals, and Objectives for your RPG, in increasing order of detail such that the objectives (or tasks under objectives, if preferred) will be sufficiently specific to provide for later evaluation of accomplishments. This is RPC Activity #2 in Section 2.0.
3. Assist RPC to determine a hypothetical percentage allocation of SMY's among Research Program Groups that will be consistent with Goals, Objectives, etc. You are to report your RPG view of the "ideal" distribution of scientific manpower to achieve the results suggested by the Goals, etc., assuming approximately the current number of SMY's will be available. Reports will be summarized and reported back to you, as a basis for you to revise again your "view of the ideal" as you see fit. This is RPC Activity #3 in Section 2.0.
4. Study the CRIS inventory division of SMY's among RP's for your RPG, and the regional total five-year forward projections reported by Directors and Administrators. Use these data for two RPC Activities:
  - a. Consider what RP Task Forces need to be activated in order to facilitate the Planning System, and the assignment and guidelines each should have. This is RPC Activity #4 in Section 2.0.
  - b. Report to RPC your recommended allocation of SMY's to RP's for the Region as a five-year forward projection that may differ from that of the Directors and Administrators.

Three projections will be made, using as bases:

1. The total SMY's allotted to your RPG by Directors and Administrators on the assumption of no increase in total research program SMY's.
2. The total SMY's allocated to your RPG by Directors and Administrators on the assumption of a 10 percent increase in total research program SMY's.
3. An increase to optimal needs of each RP.

Your reasons for your forward allocations will be helpful in using them as input to the process, as will any suggestions for achieving re-allocations. It will be particularly important to justify, briefly, major increases recommended in the "optimal needs" projection. "Optimal" is defined as the amount that, at the present, can be fully justified within high priority goals.

Please note that criteria you use in your deliberations are to be listed for certain activities. These criteria will be most helpful in coordinating results among the various RPG's.

Future assignments will include attention to implementing and evaluating the Planning System. Periodic updating of projections will be required, as will periodic review of Missions and Goals and the development of more objective and quantifiable criteria for arriving at research priorities. As RP Task Forces are established, more attention will be given to the technical content of programs. The allocation of needed new research among the different research organizations also will be a matter for study.

## 2.0 Activity Sheets

The "Activity Sheets" referred to in Section 1.0, Assignments, follow as the next 5 pages.

These activity sheets are to be used to report each RPG's action on the activity. Additional pages will be needed for reports of some of the activities.

Activity reports will be summarized and analyzed by the RPC staff. Summaries and analyses will be returned to RPG's for review, comment, and in some cases for further action.

RPC Activity #1 \_\_\_\_\_  
date

RPG \_\_\_\_\_

Review the material in Sections 3.2 (Missions) and 3.3 (Goals, Objectives, and Tasks of the Regional and National Planning and Implementation System). Are the distinctions among Missions, Goals, Objectives and Tasks clear? appropriate? Is there an adequate distinction between Missions, Goals, etc., of agricultural research and the Missions, Goals, etc., of the Regional and National Planning and Implementation System? Are the two consistent: i.e., will the Planning System enhance the achievement of the Missions, Goals, etc., of agricultural research and are the objectives and tasks of the Planning System sufficient to do so?

You are asked to comment on each of the Sections, suggesting any rewording or redrafting of any of the statements to make them more precise, more accurate, more acceptable, more complete, or more understandable.

RPC Activity #2 \_\_\_\_\_

date

RPG \_\_\_\_\_

You are asked to prepare a draft of Missions, Goals and Objectives for your Research Program Group. Such statements should be consistent with the Missions, Goals, etc., suggested in RPC Activity #1. They will be reviewed by the WRPC to insure adequate coordination among RPG's.

Make the statements specific enough to provide for later evaluation of accomplishment.

RPC Activity #3 \_\_\_\_\_ date \_\_\_\_\_ RPG \_\_\_\_\_

Suggested ideal allocation of research resources among RPG's in the Western Region. This activity is iterative. Each RPG will reconsider its suggested allocation after reviewing the summary of the previous suggestions.

<u>Research Program Groups</u>	<u>First Round Summary</u>							<u>Revised Suggested Allocation</u>
	<u>Ordered Responses (range)</u>						<u>Ave.</u>	
	----- percent -----							
1.0 Natural Resources	15	15	17	17	20	20	17.1	
2.0 Forestry	9	10	10	12	12	20	13.1	
3.0 Crops	20	20	25	28	35	40	27.7	
4.0 Animals	10	11	20	25	28	30	20.5	
5.0 People, etc.	5	7	11	15	15	15	11.2	
6.0 Competition, etc.	1	6	9	10	17	20	<u>10.4</u>	<u>          </u>
TOTAL	--	--	--	--	--	--	100.0%	100%

The first column gives the RPG title and number. If there is any question concerning the definition of these RPG's, refer to Section 3.6. The next six columns give the actual responses from the first round, the next column is the average of these responses. Enter in the final column your best approximation of an ideal distribution of resources among the RPG's in the entire Western Region on a percentage basis, under the assumption that the number of SMY's remains approximately at its current level (2500) indefinitely. Try to divorce yourself from the administrative difficulties of achieving this ideal distribution and from any intellectual attachment to a specific RPG.

Please list the criteria you consider important in making your allocation, and describe how you weighted the criteria in reaching your revised allocation.

RPC Activity #4 \_\_\_\_\_ date \_\_\_\_\_ RPG \_\_\_\_\_

You are asked to review the RP's in your RPG and list those that are currently irrelevant in the Western Region. For those remaining, suggest a list of RP Task Forces that will be needed to facilitate the Planning System. (One Task Force may be able to handle two or more RP's.) Prepare a draft of the assignment (in terms of Missions, Goals, etc.) you would make to your RP Task Forces.

Consider also the need for coordination between closely related RP's, both within your RPG and between yours and other RPG's. (Refer to Section 3.62.)

Please list criteria you consider important in determining the need for a RPTF, and those important in drafting the assignment.



RPC Activity #5 \_\_\_\_\_ date \_\_\_\_\_ RPG \_\_\_\_\_

Recommended allocation of research resources in the West among the RP's in your RPG.

<u>Research Program</u>	<u>Base Year</u>	<u>Target Year - _____</u>		<u>Optimal Needs</u>
		<u>No Increase</u>	<u>10% Increase</u>	

Column one lists the research programs under your RPG. Column two shows the actual allocation of research resources in the Western Region in the base year. In the Target Year, the summation of the administrators' projections indicates that with no total program increase your RPG will have a total of \_\_\_\_\_ SMY's for all RP's; \_\_\_\_\_ SMY's would be available with a 10% general increase. You are requested to distribute these SMY's between your RP's for the target year (3rd and 4th columns). Do you foresee problems in achieving these distributions? How would you overcome the problems?

In the last column, enter your estimate of "optimal needs" for each RP, without specific time or total program constraint. "Optimal" may be defined as the amount that could, at the present, be fully justified within high priority goals. Add a brief justification statement for each major program increase recommended.

Be sure to list criteria you considered important in making these allocations. How did you weight the criteria?

### 3.0 Draft of "Regional and National Planning and Implementation System"

#### 3.1 Introduction

##### 3.11 General Background:

The Agricultural Research Policy Advisory Committee (ARPAC) initiated consideration of regional research planning in 1970. ARPAC's subcommittee on Agricultural Research Planning and Facilities (ARPF) prepared the following statement of policy that was adopted by ARPAC at a meeting on October 6-7, 1971:

The Agricultural Research Policy Advisory Committee recommends to the USDA, to the State Agricultural Experiment Stations and Forestry Schools and the Land-Grant Colleges of 1890 the adoption of a cooperative research planning system in which these research performing institutions jointly, cooperatively with their cooperators and advisors, will plan programs at all levels -- local, regional and national -- to assure a high degree of effectiveness, efficiency, and responsiveness to public needs in their fields of responsibility while maintaining appropriate freedom of action by the institutions. Thus, the policy is to support cooperative planning and implementation. The particular system proposed is one step in the direction of achieving the objective. The system is to be subject to modification as needed as work proceeds.

This statement of policy was agreed to by the concerned institutions and agencies. Thus was born the Regional and National Planning and Implementation System.

The institutions and agencies also agreed in general to "the particular system proposed" as a supplement to the statement of policy. The system included the following key elements:

1. Formation of a Regional Planning Committee (RPC) in each of the four State Agricultural Experiment Stations (SAES) regions.
2. Use of the Current Research Information System (CRIS) as the detailed classification and data base for the planning system.
3. Formation of six Research Program Groups (RPG) in each region, each to work with an assigned portion of the total research program of the region.

4. Formation of Task Forces (RPTF), as appropriate to the region, each to be concerned with one or more Research Programs (RP). A total of 47 RP's are recognized nationally, three to 16 in each RPG.
5. Provision for advisory groups and staff as may be appropriate.
6. Provision for involvement of, and interaction with, the individual SAES and USDA agencies.

The planning and implementation process is intended to be continuous. A 5-year forward time frame (1971-76, 1972-77, 1973-78, etc.) has been established.

### 3.12 Status in the Western Region:

Since the Western Regional Planning Committee (WRPC) was formed in 1972, it has placed major emphasis in its meetings on organizing itself, on developing operating procedures for getting on with the planning job, and on developing operation guidelines and criteria for RPG's and RPTF's.

At the WRPC meeting on February 22-23, 1973, members felt the need for interaction with the scientific community, which could best be done through RPG's and RPTF's. The Co-Chairmen were instructed to proceed, through proper channels, with the appointment and organization of the six standard RPG's, with implementation of a charge to them, and with development of procedures for RPG operation. RPG Co-Chairmen appointed, and the September 19, 1973 meeting of RPG and RPC Co-Chairmen launched the Planning System in the Western Region. Subsequently, the full membership of RPG's was appointed.

### 3.2 Missions

The Regional and National Planning and Implementation System is intended to perform a supportive and social role to agricultural research as it is organized and conducted in the United States. The System is designed to include forestry research along with research on more intensive agriculture. Principal initial emphasis is on publicly supported research.

The mission of the Planning System is to identify and to achieve a mix of agricultural research efforts and accomplishments that will yield the maximum net social return on the personnel and other resources employed and to be employed in agricultural research.

Agricultural research deals with the discovery, combination and synthesis of knowledge essential to the continuing production and effective use of food, clothing and shelter; it deals with the protection of producers and consumers from the hazards of naturally occurring and added toxins and chemicals and with the wise use and preservation of natural resources; it involves the elucidation of a broad spectrum of public policy alternatives and consequences for people on and off the farms; and it includes research designed to add to basic knowledge that will advance these aims. It requires the continuing, detailed and specific attention of scientists who specialize in many aspects of each of the major systems involved -- physical, biological, economic, social and political. It is linked to other basic science and to education and training of replacement scientists via disciplinary groups, and it is linked with application via Extension, industry and other Federal, State and Local government agencies and organizations.

Agricultural research in the United States is paid for, about 50 percent by industry and about 50 percent by government. Of the government-supported portion about 60 percent is performed within the SAES and about 40 percent within agencies of the USDA. The federal government and industry both contribute (as do state and local governments on a somewhat larger scale) to the support of agricultural research in the SAES. All of this equates in terms of support of agricultural research to about 50 percent industry, 25 percent federal and 25 percent state.

One might suggest that missions of agricultural research as perceived by sponsors are as follows:

Industry--to develop and produce new products, processes, patents, ideas and information that will yield significant increases in profit to the sponsoring companies or improve cost-effectiveness ratios of industry organizations.

Federal government--"to produce technical information and technical products bearing directly on the establishment and maintenance of a permanent and

effective agricultural and forestry industry of the United States, including problems of agriculture and forestry in their broadest aspects; on the development and improvement of the rural home and rural life; on increasing the contribution of agriculture to the welfare of the American people and the environment in which they live; and on the promotion of world peace and human welfare, giving due regard to varying geographical conditions and local needs." (Adapted from the Hatch Act by Ned D. Bayley, former Director of Science and Education, U. S. Department of Agriculture.)

State government--to generate technical information and technical products bearing directly on the establishment and maintenance of a permanent and effective agricultural and forestry industry of the state including the solution of problems of agriculture and forestry in their broadest aspects; on the development and improvement of the rural home and rural life in the state; on increasing the contribution of agriculture and forestry to the welfare of the people of the state and the environment in which they live; and on the solution of those problems of policy and competition outside the state's boundaries that have a bearing on agriculture, forestry and rural living within the state.

The societal mission for agricultural research is to maximize net social returns or benefits from the use of the personnel and other resources employed and to be employed in agricultural research.

The planning and implementation system should (a) facilitate the implementation of the missions of the present sponsors of agricultural research and (b) move on beyond this to that combination of efforts that will help achieve the societal mission of agricultural research.

From this or an improved statement of missions, mission statements for each of the four regions may be readily adopted. The mission for the WRPC, for example, is to contribute to the mission of the Regional and National Planning and Implementation System. Goals, objectives and tasks that contribute in increasing detail to the achievement of the mission can be identified (see Section 3.3 for examples). However, two points are important in developing these missions, goals, etc. First, the differences between missions and goals, goals and objectives, etc. need to be recognized. Each level should be more specific than the next higher, but also completely consistent with the higher. Its sufficiency is subject to later evaluation. Second, societal views and subsequent public constraints must be recognized, since SAES and USDA are public agencies, primarily publicly financed. Societal views are general in nature and involve such questions as:

1. How much, and what kinds of agricultural research are needed?
2. Where is there unnecessary duplication and can it be avoided?
3. What are the priorities?

### 3.3 Goals, Objectives and Tasks

One could develop several interesting and useful lists of goals and objectives for agricultural research itself, as it is sponsored and performed in the United States. The immediate task, however, is to focus on the Regional and National Planning and Implementation System. What are its goals and objectives, and how can these be translated into tasks?

If one accepts the preceding rationale and statement of missions (Section 3.2), one may proceed to several statements that may be useful in themselves and as examples to stimulate and aid the development of other statements.

The societal view emphasizes net social gains, not just money profits or economies to one company, organization, industry or segment of society. Careful technological assessment is required, including probable economic implications to all concerned; to side-effects; and to potential social and environmental impacts.

The Regional and National Planning and Implementation System is intended to facilitate a conciliation of the organizational and societal views such that societal needs may be achieved with minimal additional cost, with minimal disruption (and, no doubt, sometimes improvement) to company and organization goals and with maximum effectiveness in the operation of the agricultural research system.

Sample statements of goals and objectives for the Western Regional Planning Committee follow:

Goal: Evolve an optimum or "ideal" allocation model for agricultural research SMY's in the Western Region.

#### Objectives:

- Utilizing the Delphi technique, obtain and combine the judgments of individual research administrators and scientists concerning appropriate percentages of SMY's as a process of allocation among each of the six RPG's and 47 RP's.
- Obtain, combine and judge the combined, five-year forward projections of research administrators.
- Obtain and evaluate reactions and judgments from RPG's (which are given, in advance, tentative judgments of RPC based on above two objectives; i.e., challenge and response).
- Obtain and evaluate reactions from private and public advisory committees.

- Develop and utilize criteria for refinement of judgment, for analyses and for establishment of priorities.
- Synthesize results of the previous objectives (summarize, analyze, and report).
- Repeat the process.

Goal: Improve our knowledge and understanding of agricultural research that has been done, that is presently underway and that is needed in the Western Region.

Objectives:

- Get CRIS information in on time.
- Improve the quality of inputs to CRIS.
- Develop a means of introducing information on agricultural research performed by industry.
- Improve our knowledge and awareness of other research that interfaces with agricultural research.
- Establish disciplinary and other review groups to assist in evaluating the "coverage" of agricultural research; i.e., where is there "too much," none, not enough, etc.

Goal: Improve the mix of agricultural research in the West; i.e., what is done and who does it:

- within and among SAES;
- within and among USDA research agencies;
- within and among industries;
- among other concerned organizations.

Objective:

Compare the present situation with an "ideal" and move in an orderly manner in the direction of the ideal.

Tasks. To achieve objectives, we need to define certain activities that can be implemented. Definitions need to be clarified and inventories need to be taken. These are an integral part of the achievement of the objective. Such activities are called "tasks." They should be quantifiable (what?), have a specific time frame (when and in what order?) and they need to be given relative priorities.

Consider the first objective under the first goal suggested above, (repeated here for easy reference):

Utilizing the Delphi technique, obtain and combine the judgments of individual research administrators and scientists concerning appropriate percentages of SMY's as a process of allocation among each of the six RPG's and 47 RP's.

Before defining tasks that will accomplish this objective, simplify and specify the objective by eliminating its multidimensional character hence:

Utilizing the Delphi technique, combine the judgments of RPG members concerning appropriate percentages of SMY's as a process of resource allocation among the six RPG's.

This more simplified objective could be accomplished by the completion of the following tasks, numbered in sequence:

1. Define and explain the "Delphi technique": what does it do, what are its advantages, what resources are required?
2. Develop a questionnaire with appropriate cover letter that requests from each RPG judgment of the "ideal" distribution of SMY's, on a percentage basis, among the six RPG's, in the indefinite future, under the assumption that the total SMY's in the Western Region remains at its 1972 level.
3. Mail letter and questionnaire to RPG's by such-and-such a date requesting prompt return.
4. On return, compile an average response and a measure of dispersion as input into a second round of responses by RPG's.
5. Repeat 3 and 4 by such-and-such-another date. The returned second round responses will then be turned over to the RPC Co-Chairmen for evaluation.



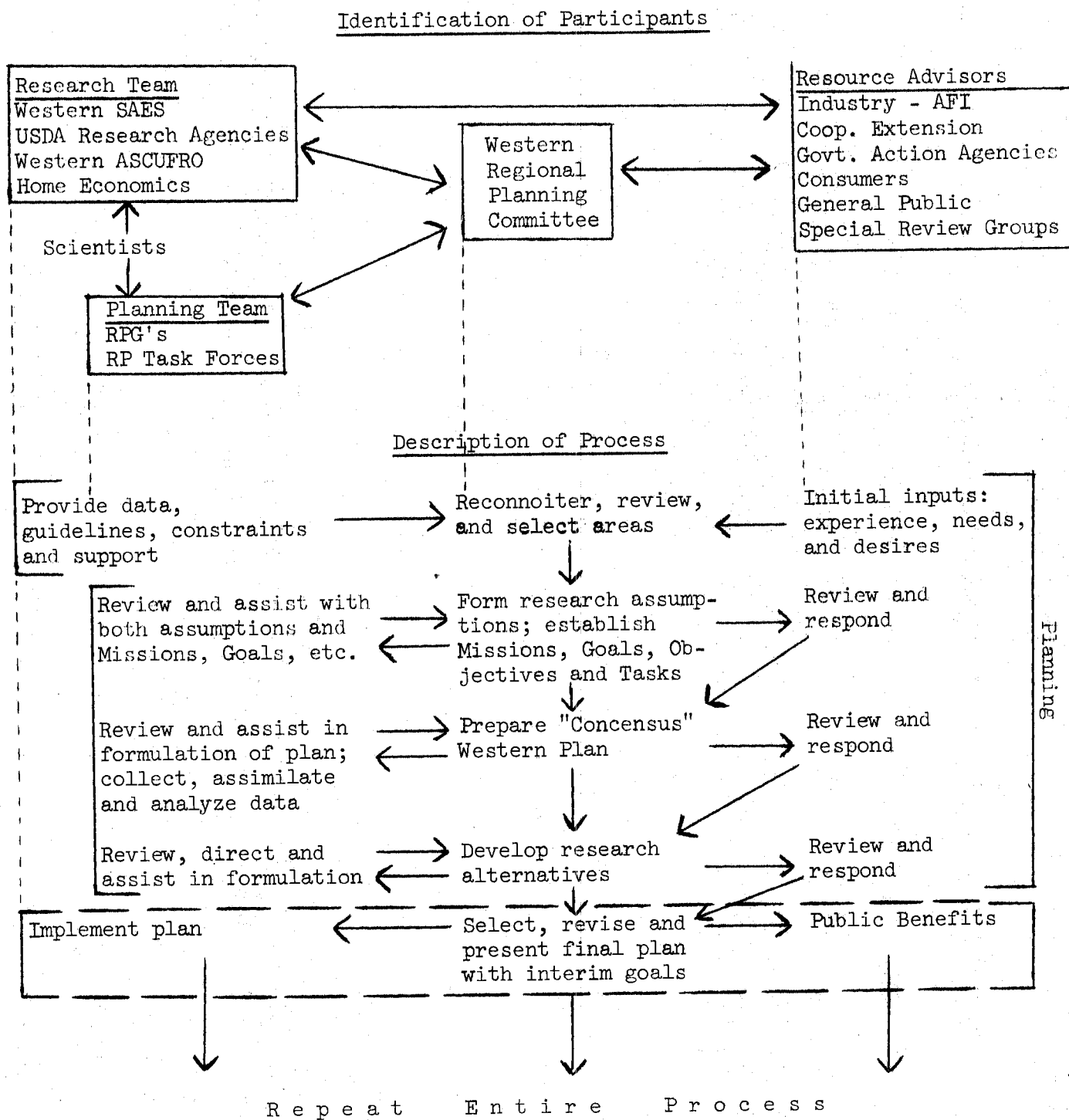
### 3.4 Process

The people and groups who are expected to participate in the Regional and National Planning and Implementation System, and the general process by which they will activate and execute the System, are outlined in Figure 1.

Figure 1 also suggests (with arrows) major lines of communications among participants and among elements of the process. These are not meant to be restrictive. Other lines should be used if they will expedite the functioning of the System. Implementation resides with Administrators of the "Research Team," who also participate in the planning part of the System.

A more detailed description of the general process, or of any sub-process contributing to it, can be developed if and when the need arises.

Figure 1. Western Agricultural Research Planning and Implementation System



### 3.5 Evaluation and Performance

The evaluation of the Planning and Implementation System can be thought of in two aspects: evaluation of each action or each part of the System, and evaluation of the System itself.

Within the hierarchy of tasks contributing to goals and objectives, which in turn contribute to the mission (as outlined in Sections 3.2 and 3.3), the first step in the evaluation process is simply to see how well performance matches the plan; e.g., are tasks accomplished, or are we moving to accomplish them, by a target date? Normal administrative procedures include such evaluation. Special guidelines for the Planning System are probably not needed.

Later we will need to evaluate the plans themselves, and finally the System as a whole. We may ask, for example: Are the tasks accomplishing the objectives? Are the objectives satisfying the goals? Do the goals support the mission? Is the mission as stated adequate in guiding the System in its supportive role to agricultural research?

Procedures and guidelines for this comprehensive evaluation are to be developed as needed. Suggestions from all participants will be sought. The need for evaluation should be kept in mind as the mission, goals, objectives, and tasks are defined or refined.

### 3.6 Research Program Groups (RPG)

#### 3.61 Definition of Basic Organization

Six Research Program Groups (RPG's) are established to deal with assigned portions of the total agricultural research program of the Western Region:

- 1.00 Natural Resources
- 2.00 Forestry
- 3.00 Crops (Field and Horticultural)
- 4.00 Animals
- 5.00 People, Communities and Institutions
- 6.00 Competition, Trade, Adjustment and Price and Income

Each RPG has two Co-Chairmen, one from SAES and one from USDA, and two additional members each from SAES and USDA. Extension Service and the Agriculture Research Institute (representing industry) each have a representative. CSRS has named a contact person for each RPG.

The general purpose of the RPG's was stated in the 1971 ARPF report, and was modified slightly by the Special Committee on SAES-USDA Research Planning and Implementation Systems for the Western Region. It was approved by the Western SAES Directors in February 1972, as follows:

Purpose: Each RPG will review its portion of the SAES-USDA research program of the region, make implementation plans, suggest shifts in existing resource allocations, and propose new research in priority order. Each will have as a major resource the reports from RPC, the states and RP's. The RPG's may also utilize other resources as well in their analysis of the package of RP's and RPA's that comprise their area of assignment.

Each RPG area of assignment is defined by a set of related Research Programs (RP's). Each RP is in turn defined by a set of combinations of commodity/resource with Research Problem Areas (RPA's) from the standard CRIS classification system 1/. The RP's and their commodity/resource X RPA

---

1/ See the "Manual of Classification of Agricultural and Forestry Research: Classifications used in Current Research Information System" issued by USDA, S&E staff, June, 1970.

---

combinations are listed, for each RPG, in Section 3.62.

It will be noted that the commodity/resource X RPA combinations are not always exclusive to a single RP, or even RPG. These splits were deemed desirable in order to keep programs administered by a single agency, or by closely cooperating agencies, closer together in the planning process. For example, the combination of Resource 0300 (Watersheds and River Basins) with RPA 107 (Watershed Protection and Management) appears in both RP-1.02 (Water and Watersheds under RPG 1.00) and RP-2.05 (Forest Watersheds, Soils, Pollution under RPG 2.00). Within USDA, ARS has responsibility for this research in farm areas and FS has responsibility in forest areas. Some State programs have similarly divided responsibilities.

A more positive way of looking at such "splits" is to consider them "shared responsibilities." RPG's will need to recognize these cases and take positive action to coordinate planning operations.

There are also obvious interactions among RP's. For example, nearly all natural-resource or commodity-oriented RP's (in RPG's 1.00, 2.00, 3.00, and 4.00) will be concerned with RP 1.04, Environmental Quality. Needed coordination where interaction is involved should also be recognized and appropriate action taken.

The RPC staff may be able to assist RPG's in identifying possible needs for such coordination.

### 3.62 Research Program and Program Group Key

The combinations of commodity/resource X RPA that are assigned to each RP, and through them to each RPG, are shown in the attached tabulations.

The first shows how the 98 RPA's are assigned to RPG's: 62 are the sole responsibility of a single RPG; 31 have responsibility shared between 2 RPG's, 4 among 3 RPG's each, and one (RPA 903, Multiple-use Potential of Forest Land and Evaluation of Forestry Programs) is listed in 4 RPG's.

The subsequent six tabulations show details of responsibility, including the sharing of responsibility among RP's within each RPG. It will be noted that divisions are usually related to the commodities or resources involved. These tabulations also show some areas ("Related RPA's and RP's") where there may be strong cross-interest but no assigned responsibility.

The tabulations can be used only as guidelines. The degrees of responsibility, and bases for sharing it, are highly variable. Procedures for coordination between RPG's will have to be worked out to meet particular situations.

There are a few cases where responsibilities appear to have been omitted or misassigned either through oversight or through misinterpretation of the

CRIS manual. They may not be important enough to bother with; any that appears to require attention should be referred to WRPC.

There is inconsistency in the way "Related RPA's" are listed for RP's to show cross-interest. A number of RP's (including all in RPG-2.00) list "none" in the column "This RP interest in other RPA's." Some RPA's are noted as "related" under a number of RP's. Other RPA's that would appear to have as widespread interest are not listed as related to any RP.

The tabulations of responsibility and interest are derived from CRIS listings. Hence it appears that formal revision should be coordinated nationally.

RPG's will want to consider and evaluate areas of overlapping interest, whether they are included in tabulations or not. The following RPA's may be of interest to a number of RP's and RPG's, even though they are not now so listed:

RPA-101 Appraisal of Soil Resources

- 102 Soil, Plant, Water, Nutrient Relationships
- 109 Adaptation to Weather and Weather Modification
- 114 Research on Management of Research (RPG's only)
- 318 Non-Commodity-Oriented Biological Technology and Biometry
- 511 Improvement in Agricultural Statistics
- 709 Reduction of Hazards to Health and Safety
- 804 Improvement of Economic Potential of Rural People
- 805 Communication and Education Processes
- 806 Individual and Family Adjustment to Change
- 907 Improved Income Opportunities in Rural Communities

The above RPA's would appear to carry an interest analogous to that in the following RPA's, which are presently listed as "related" under most RP's in RPG's 3.00 and 4.00.

- RPA-214 Protection of Plants, Animals, and Man from Harmful Effects of Pollution

- RPA-503        ) (RPA's on efficiency; supply; demand and price;
- 506-509       ) competition; development and performance
- 601,604       ) of markets.)
- 603   Technical Assistance to Developing Counties
- 701-704       ) (RPA's on nutrition, protection of food and
- 708            ) feed, etc.)
- 808   Government Programs to Balance Farm Output and Market Demand
- 901   Alleviation of Soil, Water, and Air Pollution and Disposal of Wastes

RPG's are urged to communicate directly with each other to develop a sharing of responsibility or interest in subject matter. Questions and problems should be referred to the WRPC. It may also be helpful if WRPC is kept advised of major joint actions taken by RPG's.

RPG Responsibilities for RPA's

Diagonals (boxed) - sole responsibility within RPG

Below and Left - divided between 2 RPG's only

Above and Right - divided among 3 or more RPG's

Underlined - divided among RP's within an RPG

	<u>1.00</u> Natural Resources	<u>2.00</u> Forestry	<u>3.00</u> Crops	<u>4.00</u> Animals	<u>5.00</u> People, etc.	<u>6.00</u> Trade, etc.
1.00	<u>103,106,108</u> <u>109</u>	<u>107,903,904</u>	<u>107,903</u>	<u>410,903,904</u>	410	
2.00	101,102,104 <u>105,113,214</u> <u>302,901,902</u>	<u>111,201,202</u> <u>301,303,401</u> <u>502,512,513</u>	107,903	903,904		
3.00		110,112,203 <u>307,905,906</u>	<u>204,205,206</u> <u>207,208,209</u> <u>304,305,306</u> <u>308,309,314</u> <u>402,407</u>	<u>501,903</u>	<u>501</u>	
4.00				<u>210,211,212</u> <u>213,310,311</u> <u>312,313,411</u>	<u>410,501</u>	
5.00		318,801,907	<u>403,404,405</u> <u>406,408,709</u>	<u>317,409,412</u>	<u>114,701,702</u> <u>703,704,705</u> <u>706,707,708</u> <u>802,803,804</u> <u>805,806,908</u>	
6.00		601,603,604 808				<u>315,316,503</u> <u>506,607,508</u> <u>509,510,511</u> <u>602,807</u>



RPG 1.00 NATURAL RESOURCES

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA's and (RP's)	
		Sole	Shared (RP)		Other RP's interested	This RP inter. in other RPA's
			W/in RPG	Other RPG		
1.01	(Soil and Land Use) 0100 0100/0200	None	103-107(1.02)	101-102(2.05) 104(2.08), 105(2.05) 107(2.05;3.09)	None	603(2.09;6.02) 901(1.04;2.05)
1.02	(Water and Watersheds) 0200/0300	108	103-107(1.01) 903(1.03;1.06)	104(2.08), 105(2.05) 107(2.05;3.09) 302(2.04) 903(2.08;3.09;4.07)	None	603(2.09;6.02) 901(1.04;2.05)
1.03	(Recreation) 0500	None	903(1.02;1.06)	902(2.07) 903(2.08;3.09;4.07)	None	214(1.04;2.05) 603(2.09;6.02)
1.04	(Environmental Quality) All	None	None	214(2.05) 901(2.05)	1.03;3.01-3.14 1.06;4.01-4.07 1.01;1.02;1.06 3.01-3.15;4.01-4.07	None
1.05	(Weather Modification) All	109	None	None	None	None
1.06	(Fish and Wildlife) 0800	None	903(1.02;1.03)	410(4.01-4.07;5.01) 903(2.08;3.09;4.07) 904(2.06;4.07)	None	214(1.04;2.05) 901(1.04;2.05)
1.07	(Remote Sensing) All	None	None	113(2.01)	None	None

RPG 2.06 ORESTRY

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA's and (RP's)	
		Sole	Shared (RP)		Other RP's interested	This RP inter. in other RPA's
			W/in RPG	Other RPG		
2.01	(Inventory and Appraisal of Forestry Resources) 0600/0700 6400	None	None	110(3.09), 113(1.07) 318(5.01)	5.02	None
2.02	(Timber Management) 0600 2000	111,301	None	307(3.01-3.12)	None	None
2.03	(Forest Protection) 0600/0700	201,202	None	203(3.09)	None	None
2.04	(Harvesting, Processing, Marketing of Forest Products) (0300)/0600 303,401 502,512 513		None	302(1.02) 604(6.02) 801(5.03), 808(6.01)	5.01 3.01-3.14; 4.01-4.07 6.01	None
2.05	(Forest Watersheds, Soils, Pollution) 0100-0700	None	None	101-102(1.01) 105(1.01;1.02) 107(1.01;1.02;3.09) 214,901(1.04)	1.01-1.03;1.06 3.01-3.15;4.01-4.07	None
2.06	(Forest, Range, Wildlife and Fisheries Habitat Development) 0700-0800	None	None	112(3.09) 904(1.06;4.07)	None	None
2.07	(Forest Recreation, Aesthetics, Landscape Values) 0500 0600,1391	--	None	902(1.03) 905,906(3.15)	None	None

## RPG 2.00 FORESTRY (Continued)

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA's and (RP's)	
		Sole	Shared (RP)		Other RP's interested	This RP inter. in other RPA's
			W/in RPG	Other RPG		
2.08	(Alternate Uses of Land) 0100-0800	--	--	104(1.01, 1.02) 903(1.02;1.06) (3.09;4.07)	None	None
2.09	(Technical Assistance) 0600	--	--	601,603(6.02) 907(5.03)	1.01-1.03;3.01-3.16 4.01-4.07;6.01	None

RPG 3.00 CROPS (FIELD AND HORTICULTURAL)

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA;s and (RP's)	
		Sole	Shared (RP)		Other RP's interested	This RP inter. in other RPA's
			W/in RPA	Other RPA		
3.01 3.02 3.03 3.04 3.05 3.06 3.07 3.08	1400 1500 1700 1800 1600 2300 2400 2700	(Corn) (Grain sorghum) (Wheat) (Other small grains) (Rice) (Soybeans) (Peanuts) (Sugar) None	<p>) ) ) ) ) ) ) ) )</p> <p>207-209(3.01-3.12) 307-309(3.01-3.12) 405(3.01-3.12) 406(3.01-3.10;3.12) 407-408(3.01-3.12) 501(3.01-3.14)</p>	<p>Since these RP's are all commodity-oriented, whereas the "Primary" RPA's are activity-oriented, the RP's all share responsibility for all listed RPA's.</p> <p>307(2.02) 405-406(5.01) 408(5.01) 501(4.01-4.07;5.01)</p> <p>6.03</p>	<p>214(1.04;2.05) 503(6.03) 506-509(6.03) 601(6.02;2.09) 603(6.02;2.09) 604(6.02;2.04) 701-702(5.02) 703,704,708(5.01) 808(6.01;2.04) 901(1.04;2.05)</p>	
3.09	(Forage, Pasture and Range) 0700,1900 ) 2000 )	None	<p>107(1.01;1.02;2.05) 110(2.01)112(2.06) 203(2.03) 903(1.02;1.03;1.06;) (2.08;4.07 )</p> <p>Plus all RPA's listed for RP's 3.01-3.08</p>			
3.10	(Cotton) 2100/2200	None	<p>709(3.11;3.12)</p> <p>709(5.03)</p> <p>Plus all RPA's listed for RP's 3.01-3.08</p>			

RPG 3.00 CROPS (FIELD AND HORTICULTURAL) (Continued)

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA's and (RP's)	
		Sole	Shared (RP)	Other RPG	Other RP's interested	This RP inter. in other RPA's
3.11	(Tobacco) 2600	None	709(3.10;3.12)	709(5.03)		807(6.01)
3.12	2500,2800	(New Crops and Minor Oilseeds) None	204-206(3.13;3.14) 304-306(3.13;3.14) 402-404(3.13;3.14) 709(3.10;3.11)	Plus all RPA's listed for RP's 3.01-3.08 except 406.  403-404(5.01) 709(5.03)		
3.13 3.14	0900,1000 1100,1200	(Fruit) (Vegetable Crops) None	} Comment on RP's 3.01-3.08 applies.		Plus all RPA's listed for RP's 3.01-3.08	
		204-206(3.12-3.14) 304-306(3.12-3.14) 402-404(3.12-3.14) 501(3.01-3.14)		403-404(5.01) 501(4.01-4.07;5.01)	6.03	214(1.04;2.05) 503(6.03) 506-509(6.03) 601(6.02;2.09) 603(6.02;2.09) 604(6.02;2.04) 701-702(5.02) 703,704,708(5.01) 808(6.01;2.04) 901(1.04;2.05)
3.15	(Plants to Enhance Man's Environment) 0600,1300	None	None	905,906(2.07)	None	603(2.09;6.02) 901(1.04;2.05)
3.16	(Bees and Other Pollinating Insects) 3500	314 None	None	None	None	603(2.09;6.02)

# RPG 4.00 ANIMALS

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA's and (RP's)	
		Sole	Shared (RP)		Other RP's interested	This RP inter. in other RPA's
			W/in RPG	Other RPG		
4.01 4.02 4.03 4.04 4.05 4.06	3000 3100 2900 3300 3200 3400	(Beef) (Dairy) (Poultry) (Sheep) (Swine) (Other Animals) None	<p>210-213(4.01-4.06)</p> <p>310-313(4.01-4.06)</p> <p>317(4.01-4.06)</p> <p>409(4.01-4.06)</p> <p>410-412(4.01-4.07)</p> <p>501(4.01-4.07)</p>	<p>317(5.03)</p> <p>409(5.01)</p> <p>410(1.06;5.01)</p> <p>412(5.01)</p> <p>501(3.01-3.14;5.01)</p>	6.03	<p>214(1.04;2.05)</p> <p>503(6.03)</p> <p>506-509(6.03)</p> <p>601(6.02;2.09)</p> <p>603(6.02;2.09)</p> <p>604(6.02;2.04)</p> <p>701-702(5.02)</p> <p>703,704,708(5.01)</p> <p>807(6.01)</p> <p>808(6.01;2.04)</p> <p>901(1.04;2.05)</p>
4.07	(Aquatic Foods and Feedstuffs) 0820,0821 0822	None	<p>410-412(4.01-4.07)</p> <p>501(4.01-4.07)</p>	<p>410(1.06;5.01)</p> <p>412(5.01)</p> <p>501(3.01-3.14;5.01)</p> <p>903(1.02;1.03;1.06;) (2.08;3.09)</p> <p>904(1.06,2.06)</p>	6.03	<p>214(1.04;2.05)</p> <p>506,508(6.03)</p> <p>601(6.02;2.09)</p> <p>603(6.02;2.09)</p> <p>604(6.02;2.04)</p> <p>702(5.02)</p> <p>703,704,708(5.01)</p> <p>808(6.01;2.04)</p> <p>901(1.04;2.05)</p>

# RPG 5.00 PEOPLE, COMMUNITIES AND INSTITUTIONS

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA's and (RP's)	
		Sole	W/in RPG	Shared (RP) Other RPG	Other RP's interested	This RP inter. in other RPA's
5.01	(Food and Nutrition) All (3800)	(703,704) 708 )		318(2.01) 402-404(3.12-3.14) 405,408(3.01-3.12) 406(3.01-3.10;3.12) 409(4.01-4.06) 410(4.01-4.07,1.06) 412(4.01-4.07) 501(3.01-3.14) (4.01-4.07)	(5.02 (3.01-3.10 (3.12-3.14 (4.01-4.07 5.02	503, 506-509(6.03) 601,603,604 (6.02) 701,702(5.02)
5.02	(Food Safety) All (3800)	701,702	None	None	6.03	318(2.01,5.01) 704(5.01)
5.03	(Rural Development and Quality of Family Living) 3600,3700 3900,4000 4100,4300 )	(705,707) (802-806) (908 )		(801(2.04) (907(2.09) (317(4.01-4.07) (709(3.10-3.12)	None	None
5.04	(Insects Affecting Man and His Belongings) All 706				None	None
5.05	(Research or Administration of Research) 6900 114			Note: RPA 114, Research on Management of Research, should be of some interest to all RPG's. The "Regional and National Planning and Implementation System" is itself research in this area, at least in part.	None	None

# RPG 6.00 COMPETITION, TRADE, ADJUSTMENT, PRICE AND INCOME

RP	Commodity/ Resource	Primary RPA Responsibility			Related RPA's and (RP's)	
		Sole	Shared (RP)		Other RP's interested	This RP inter. in other RPA's
			W/in RPG	Other RPG		
6.01	(Farm Adjustment, All 315,316 511 807					
					6.03 3.11,4.01-4.06 (3.01-3.14 (4.01-4.17	506,510(6.03) 513(2.04) 601,603(6.02)
6.02	(Foreign Agricultural Trade and Economic Development) All 601,602			8.08(2.04) 604(2.04) 603(2.09)	(3.01-3.14 (4.01-4.07 (5.01,6.01 (1.01-1.03 (3.01-3.16 (4.01-4.07 (5.01,6.01	None
6.03	(Marketing and Competition) All (503 ) (506-510)				(3.01-3.14) (4.01-4.07) (5.01,6.01)	501(3.01-3.14; 4.01-4.07;5.01) 511(6.01)



### 3.7 Some General Thoughts on Research Planning

Planning must be a continuing process if it is to be kept viable. Today's problems are answered by tomorrow, or are displaced by tomorrow's more pertinent problems. Periodic updating of plans needs to be more than a perfunctory operation. Imagination, innovation, alertness to new situations, developments and techniques, willingness to break with tradition -- all of these are necessary if the Planning System is to serve agricultural research effectively.

Interdisciplinary research is a trend of the times. The "shared responsibilities" and interactions discussed in Section 3.61 merely emphasize the need to encourage the multi-disciplinary team approach to many of our more difficult and complex problems.

Finally, the following statement has been emphasized in several basic documents concerning the Planning System:

"Probably the most important requisite of all to a successful planning operation is a high degree of desire, motivation and commitment of the participants to the process. Each must spend substantial time and effort. Concomitantly, there must be some muting of the vested interests of all concerned if a good plan and its implementation are to be achieved. Use must be made of the results in the decision-making process. If they are not so used, commitment will soon wither and fade away."

#### 4.0 APPENDIX

## MEMBERS OF WESTERN REGIONAL PLANNING COMMITTEE

(As of July 1, 1973)

CO-CHAIRMEN

Dr. C. P. Wilson  
Director  
Agricultural Experiment Station  
University of Hawaii  
Honolulu, Hawaii 96822

Mr. H. W. Camp  
Director  
Pacific Southwest Forest and  
Range Experiment Station  
U.S. Forest Service, USDA  
P.O. Box 245  
Berkeley, California 94701

REGIONAL RESEARCH COMMITTEE

Dr. D. D. Johnson  
Associate Director  
Agricultural Experiment Station  
Colorado State University  
Fort Collins, Colorado 80521

Dr. W. H. Foote  
Associate Director  
Agricultural Experiment Station  
Oregon State University  
Corvallis, Oregon 97331

Dr. C. E. Clark  
Assistant Director  
Agricultural Experiment Station  
Utah State University  
Logan, Utah 84321

ESCOF

Dr. E. D. Gifford  
Dean  
College of Home Economics  
Colorado State University  
Fort Collins, Colorado 80521

USDA

Dr. H. R. Thomas  
Deputy Administrator  
Western Region  
Agricultural Research Service  
U.S. Department of Agriculture  
2850 Telegraph Avenue  
Berkeley, California 94705

Mr. R. L. Olsen  
Assistant to Deputy Administrator,  
Western Region  
Agricultural Research Service  
U.S. Department of Agriculture  
2850 Telegraph Avenue  
Berkeley, California 94705

Dr. K. R. Farrell  
Deputy Administrator  
Economic Research Service  
U.S. Department of Agriculture  
Washington, D.C. 20250

ASCUFRO

Dr. John H. Ehrenreich  
Dean, College of Forestry  
University of Idaho  
Moscow, Idaho 83843

INDUSTRY

Mr. T. J. Army  
Vice President for Resources  
and Development  
The Great Western Sugar Company  
P.O. Box 5300 TA  
Denver, Colorado 80217

CSRS

Dr. T. S. Ronningen  
Assistant Administrator  
Cooperative State Research  
Service  
U.S. Department of Agriculture  
Washington, D.C. 20250

DAL

Dr. M. T. Buchanan  
Director-at-Large  
Western Association of Agricultural  
Experiment Station Directors  
317 University Hall  
University of California  
Berkeley, California 94720

EXTENSION

Dr. Eugene Ross  
Associate Director  
Extension Service  
New Mexico State University  
Box 3 AG, University Park Branch  
Las Cruces, New Mexico 88001

# PLANNING AND IMPLEMENTATION OF AGRICULTURAL RESEARCH

## ON A REGIONAL AND NATIONAL BASIS

(September 19, 1973)

### Glossary of Terms and Acronyms

ARI	- Agricultural Research Institute
ARPAC	- Agriculture Research Policy Advisory Committee (Co-chairmen: (1) National Association of State Universities and Land Grant Colleges (2) U.S. Department of Agriculture)
ARPF	- Agriculture Research Program and Facilities Subcommittee of ARPAC
ASCUFRO	- Association of State College and University Forestry Research Organizations
ARS	- Agriculture Research Service, USDA
CSRS	- Cooperative State Research Service, USDA (Administers funds made available to State Agricultural Experiment Stations, Forestry Schools and Colleges of 1890 through formula and special grants)
ERS	- Economic Research Service, USDA
ESCOP	- Experiment Station Committee on Organization and Policy, Experiment Station Section, Division of Agriculture, NASULGC
Extension	- (1) Cooperative State Extension Services and (2) Extension Service, USDA
FCS	- Farmer Cooperative Service, USDA
FS	- Forest Service, USDA
LGC	- Land Grant Colleges
Land Grant Colleges (or LGC) of 1890	- Colleges relating to a Federal Act of 1890
Long Range Study (LRS)	- "A National Program of Research--October 1966" developed jointly by a task force sponsored by NASULGC and USDA
NASULGC	- National Association of State Universities and Land Grant Colleges
National Task Forces-	32 joint Federal and State study groups, each of which dealt with parts of the total national agricultural research program outlined in the LRS of 1966

ONCRD	- Office of North Central Regional Director
ONERC	- Office of Northeastern Regional Coordinator
OSDAL	- Office of Southern Director-at-Large
OWDAL	- Office of Western Director-at-Large
Region	- Groupings of States into CSRS-SAES four regions of the U. S.: Northeast, North Central, Southern and Western
Regional Director, Regional Coordinator or Director-at-Large-	A person working with and representing the State Agricultural Experiment Station Directors in each of the four regions
Regional SAES Directors Associations	- Organizations of Directors of State Agricultural Experiment Stations in the four regions
RPC	- Regional Planning Committee (One in each of the four regions to deal with the total agricultural research programs)
RP	- Research Program (47 suggested commodity or functional programs, the total of which encompass all agricultural research)
RPA	- Research Problem Area (98 categories for classifying and documenting agricultural research)
RPG	- Research Program Group (Groups to deal with planning portions of the research program, a total of six within each region to encompass the total program of each region)
RRC	- Regional Research Committees of State Agricultural Experiment Stations
WRCC	- Western Regional Coordinating Committee
RRF	- Regional Research Fund ("Hatch Act" money earmarked for Regional Research Projects)
SAES	- State Agricultural Experiment Stations
SRS	- Statistical Reporting Service, USDA

## APPENDIX 10.0

## REGIONAL RESEARCH COMMITTEE REPORT

Western Association  
of Agricultural Experiment Station Directors

Denver Hilton Hotel  
Denver, Colorado

November 11-12, 1973

## 10.1 Project Extension

10.11 W-117 Structural Changes in the Agricultural Industries:  
Causes and Impacts

A request for a one-year extension of W-117 was received from Director J. M. Nielson of Washington.

RRC recommends that W-117 be extended for one year.

(Action of Western Directors: PASSED.)

## 10.2 Requests to Develop Regional Research Projects

## 10.21 Structure of Agriculture

A request to develop a regional research project proposal on Structure of Agriculture was received from Director J. M. Nielson of Washington.

RRC recommends the establishment of an ad hoc technical committee to develop a project proposal on Structure of Agriculture to be effective July 1, 1974 with Director J. M. Nielson of Washington as Administrative Advisor.  
RRC requests the Administrative Advisor to attempt to develop a single regional project which integrates all interests in this area.

(Action of Western Directors: PASSED. Discussion suggested that there be strong emphasis on marketing.)

10.22 Increasing Productive Efficiency of Food Producing Animals by Reducing Environmental Stress

A request to develop a regional research project proposal on Increasing Productive Efficiency of Food Producing Animals by Reducing Environmental Stress was received from Director R. E. Ely of Nevada. Director Ely appeared before RRC to discuss this item.

This area of work was recommended by both the Beef Cattle and Sheep Task Forces. RRC recognizes that the proposed area of work is related to the project proposal on Dairy Physiological Stress.

RRC recommends the establishment of an ad hoc technical committee to develop a project proposal on Increasing Productive Efficiency of Food Producing Animals by Reducing Environmental Stress to be effective July 1, 1974, with emphasis on management systems to alleviate the effects of environmental stress. To encourage coordination between this proposed project and the proposed Dairy Physiological Stress project, RRC recommends Director N. W. Hilston of Wyoming be designated Administrative Advisor.

(Action of Western Directors: PASSED.)

10.23 Increased Efficiency in Marketing of Lamb, Mutton and Sheep Products

On behalf of the W-61 technical committee, Director A. M. Mullins of Idaho forwarded a request to RRC for the development of a project proposal on Increased Efficiency in Marketing of Lamb, Mutton and Sheep Products. Director Mullins appeared before RRC to discuss this item.

RRC recommends the establishment of an ad hoc technical committee to develop a project proposal on Increased Efficiency in Marketing Lamb, Mutton and Sheep Products to be effective July 1, 1974 with Director A. M. Mullins of Idaho as Administrative Advisor.

(Action of Western Directors: PASSED.)



### 10.3 WRCC Petition

#### 10.31 Drainage Design Research

A petition for the establishment of a WRCC in the area of Drainage Design Research was received from Director R. K. Frevert of Arizona on behalf of the W-51 technical committee.

RRC recommends the establishment of WRCC-19, Drainage Design Research to be effective for the period July 1, 1974 to June 30, 1977 with Director R. K. Frevert of Arizona as Administrative Advisor.

(Action of Western Directors: PASSED.)

### 10.4 Reports of Administrative Advisors

#### 10.41 WRCC-18 Management of Wild Bees for the Pollination of Alfalfa

At the summer 1973 meeting Western Directors approved the establishment of WRCC-18 with the understanding that a new title be assigned that would be subject specific.

Communications between Administrative Advisor J. M. Nielson and RRC Chairman W. H. Foote confirmed the change in title from "Northwest Alfalfa Pollination" to "Management of Wild Bees for the Pollination of Alfalfa".

#### 10.42 Project Proposal on Human Nutrition

A progress report on the development of a project proposal on Human Nutrition was received from Director J. P. Jordan of Colorado.

RRC commends the Administrative Advisor for his efforts and encourages him to proceed with the development of a project proposal in the area of "Nutrient Bioavailability - A Key to Human Nutrition".

#### 10.43 Dairy Marketing

This area of work was recommended by the Dairy Task Force. At the summer 1972 meeting, Directors B. E.

Day and M. T. Buchanan reported that Dr. D. A. Clarke of California and Dr. M. W. Waananen of Washington may develop a draft project outline. As a follow-up on this item, Director Buchanan sent a memo to RRC dated November 2, 1973 stating that the latest contact with Dr. Clarke indicated that interest has decreased over time and that there is presently no point in pursuing it further.

Director Buchanan appeared before RRC at this meeting and explained that a major reason for this lack of interest is that the new "super" cooperatives that have been formed in the areas served by federal milk marketing orders are unlikely to provide research information that could be used in the studies.

#### 10.5 Format for Administrative Advisors' Evaluation of Regional Research Projects

RRC received comments from several states regarding the format proposed at the summer 1973 meeting. Following discussion, the proposed format was revised (copy attached).

RRC recommends approval of this revised Project Evaluation Format and that it be completed for each regional project and forwarded to RRC by January 15, 1974.

(Action of Western Directors: PASSED.)

## ADMINISTRATIVE ADVISOR'S REGIONAL PROJECT EVALUATION REPORT

Project Number \_\_\_\_\_

Date \_\_\_\_\_

Project Title \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_Covering the Period  
\_\_\_\_\_ to \_\_\_\_\_

Please provide answers to the following questions:

1. In your opinion, does the present allocation of manpower resources constitute a sufficient input to accomplish the objectives of the project within the proposed time frame? Be specific.

---

---

---

---

2. List the accomplishments of the technical committee and the rate at which they were performed against expectations set forth in the project outline. How does this influence your answer to 1 above?

---

---

---

---

3. Are the current research activities consistent with the objectives of the project outline?

---

---

---

---

4. What is your analysis concerning the future of the project?

---

---

---

---

---

Administrative Advisor

## APPENDIX 24.0

## RURAL DEVELOPMENT CENTER

## PRESENT AND PROPOSED ADVISORY COMMITTEES

As approved by WAAESDAdvisory and Technical Committee  
for W-115 and Center

Administrative Advisor (SAES)

Extension Director - Oregon

Western Director-at-Large

2 Extension Directors elected  
by the Regional Association2 Experiment Station Directors  
elected by the Regional  
Association2 Elected members from Western  
Agricultural Economics  
Research Advisory Council2 Elected members from Extension  
Community Resource Development2 Elected members from Western  
Social Research Advisory Committee

Director, Rural Development Center

CSRS Representative

USDA-Rural Development Service  
Representative

Total - 16 members

Proposed Board of Directors  
for Title VAdministrative Advisor -  
Rural Development Center

Extension Director - Oregon

2 Extension Directors

2 Experiment Station Directors

1 from Western Agricultural  
Economics Research Advisory  
Council1 from Extension Community  
Resource Development1 from Western Social Research  
Advisory Committee

Total - 9 members