

ESCOP Business Meeting

17 July 2018, 1:00 PM

Guadalajara, Jalisco, Mexico

1. Roll call: Deb Hamernik (Chair-elect), Jeff Jacobsen, Shirley Hyman-Parker, Vernon Jones, Conrad Bonsi, Dyremple Marsh, Marikis Alvarez, Chris Pritsos, Bob Godfrey, Rick Rhodes (Executive Vice-Chair), Gary Thompson (Chair), Greg Cuomo, Eric Young, Alton Thompson, Valerie Giddings, Louis Whiteside, Mike Harrington, David Leibovitz (recorder), Doug Steele
2. The meeting agenda: approved by acclamation.
3. Minutes from March 05, 2018: approved by acclamation.
4. Chair's Interim actions (Gary Thompson):
 - March 28 – Attended SoAR workshop to revitalize agricultural R&D, think tank with economists, how do you make an economic argument to boost agricultural R&D? Agenda was front-loaded; well-established projects were discussed.
 - April 11-13 – Gary, Chuck H, Rick K, Rick R visited DC to follow-up on Bret Hess's activities in 2017. Visited multiple agencies (NC-FAR, NAS, BANNR, NACO, SoAR, NIFA (Cynthia Montgomery and Otto Gonzalez), APLU).
 - Notes from these meetings are available – **we will distribute them after the meeting.**
 - Key takeaways: we're moving beyond introductions with these agencies. Conversations centered around *what do we want? How can we help you?*
 - Breakthroughs 2030 will be released on a webinar tomorrow, 7/18. This is the roadmap written by the National Academies to strategize on moving agricultural research and extension forward through 2030. The webinar will be recorded.
 - May 1 – Gary T and Rick K attended the NC-FAR annual awards meeting
 - NC-FAR is a coalition (Corn growers, ASTA, etc in attendance).
 - Gary made a presentation about the LGUs at the meeting.
 - Tom van Arsdall wants to know – what does ESCOP want? What can NC-FAR do for ESCOP?
 - Strong recommendation to articulate ESCOP priorities.
 - May 31-June 1: NC-FAR summit in DC "Crafting a Strategic Vision for a Modernized Future" focused on research, extension and economics.
 - "If you're not *at* the table, you're *on* the table." Agencies' visions for the national LGU system are not completely in line with ESCOP priorities.
 - SoAR is engaging the LGUs, ESCOP needs to be at the table conveying our message.
 - Urban Myths outside our organization:
 - Departments within LGUs are being eliminated
 - There is realignment taking place, but not wholesale elimination.

- Colleges of agriculture are being closed.
 - Not the case.
 - Our capacity funds aren't going up but they aren't being cut.
 - These organizations see us as the unit that's done the most for agriculture in the USA.
 - Agencies (e.g., SoAR) are inviting ESCOP to activities at agencies and on Capitol Hill.
 - **Jeff Jacobsen asked, as ESCOP leadership rotates, that a "Heads up" message to the organizations should be drafted:**
 - **From Gary to agencies indicating the change in leadership**
 - **From Gary to Deb about lessons learned throughout the year**
 - Some organizations are emerging in filling a role that we should be filling at APLU
- August 14-15: meeting with NRCS in Fort Collins

5. Committee Reports

- CMC (Rick Rhodes on behalf of Mark Latimore, FVSU)
 - CMC is seeking a change in position within APLU, standing committee or ad-hoc committee of the BAA?
 - CMC pulled the plug on the CTAs supporting the "One Ask" (\$200m increase in capacity funds) as the responses to calls to action were low.
 - CMC recognized an opportunity to pivot and support the House's version of the Farm Bill which places the management of SNAP-ED funding under the LGUs.
 - Kglobal is working on an educational campaign to support the House's version of the Farm Bill.
 - Cornerstone is working on the advocacy campaign.
- Science and Technology (Jeff Jacobsen on behalf of Laura Lavine, WSU)
 - NCERA217 was selected as the winner of the Multistate Research Award.
 - \$15k that is provided to the winning team will be sent to the institution of the AA of the project (Iowa State).
 - S&T is examining the 2010 roadmap:
 - Is content still relevant? Yes
 - Is the 100+ page document still appropriate? No
 - S&T drafted 1-pagers associated with each "Grand Challenge"
 - Research is a continuum; actions / outcomes / impacts should be changing with time.
 - S&T pulled compelling stories from Multistate Impact Database, National Land-Grant Impacts Database, NIMSS to populate the "Grand Challenges" docs.
 - Materials will be available on the web for download anytime.
 - Gary Thompson talked about Michelle Rodgers (UD) in-house impact statement website, with 'layered' impact statements – infographics, followed by more detail.
 - ESCOP needs front-facing materials like this roadmap for distribution.
 - How will ESCOP's documents complement Breakthroughs 2030?

- Diversity Catalyst Committee (Jeff Jacobsen on behalf of Karen Plaut, Purdue)
 - Quarterly calls have highlighted D&I activities region-by-region (West in Q1, NC in Q2, NE in Q3).
 - A training session will be held at ESS/SAES/ARD on Implicit Bias implications in Higher Ed by Dr. Paulette Granberry Russell, Michigan State University.
 - ESCOP strives to lead the way on D&I. Regular training opportunities, an inaugural ESS awards program which we intend to continue.
 - (Rick Rhodes) – DCC sent a nationwide call for nominations for Excellence awards
 - An award subcommittee formed and decided upon an award winner out of six strong nominations.
 - The award winner was identified and will be presented with the award at ESS/SAES/ARD at a “Diversity and Inclusion Luncheon” where the award winner will have an opportunity to speak on their work.
 - D&I efforts have become a fabric of our institutions; we are moving beyond compliance to change the institutional environment and culture.

- Impact Database Subcommittee (Eric Young on behalf of Bill Brown, TTU)
 - The committee is still meeting regularly under the leadership of Bill Brown who moved to Texas Tech University, Karla Trautmann represents Extension.
 - Implementation of a new design is not yet live.
 - Bob Godfrey mentioned that the POW reporting and Impact Database should be brought together based on NIFA’s needs.
 - Between REEport, Impact Database, and POW the same information is being reported in three portals with different formats.
 - ~August 2018: A message will go out from the EDs to the Directors
 - Explaining the new criteria for selecting who becomes an inputter / site administrator for the National Impact Database.
 - Explaining how mandatory online training will be implemented for inputters / site administrators.
 - ~August 2018: A second email will go out
 - Explaining the review process and the role of EDs/Directors in approval of impact statements.
 - Gary Thompson is pulling together Communications and Grants Management people to ask how this should be working.
 - Max Teplitski (PSU NIFA Liaison) was asked: Do you use the National Impact Database? He wasn’t aware of what it was. Other NIFA staff confirmed that the communications office uses the database.
 - Bob Godfrey mentioned ECOP wondered *who* is looking at information in the National Impact Database?

- NRSP Review Committee (Rick Rhodes on behalf of Fred Servello, Chair)

- NRSP RC met in Warwick, RI 5/22/2018.
 - NRSP8: up for renewal, the RC sent comments back to the National Animal Genome Research Program.
 - NRSP 4 / 6 / 9: were midterm reviewed, the RC sent comments back to the teams asking to respond to the reviews.
 - The NRSP RC is concerned about the deployment of OTT Funding, including:
 - “Sunsets” of projects
 - Support of genebanks, both regional and national.
 - NRSPs are discussed annually at Regional and National ESS meetings.
 - Eric Young reminded: Regional OTT funding is not part of the NRSP program.
 - NRSP RC is responding to regional concerns that have been posed on regional OTT funding.
- ESS Meeting Update (Deb Hamernik)
 - Draft version of Agenda was discussed.
 - Speakers are being confirmed.
 - ECOP Update (Bob Godfrey)
 - ECOP discussed impact reporting changes / the National Impact Database.
 - Is the timing of the CARET/AHS (early March) meeting relevant anymore?
 - Most time was spent discussing Strategic Realignment:
 - Can the lines be consolidated to *fewer* than twelve? Perhaps three lines?
 1. Capacity Research
 2. Capacity Extension
 3. AFRI
 - There’s a concern that 1890s institutions need to be ensured representation in the consolidated lines.
 - Options to consider on Strategic Realignment:
 1. “Yes” Go forward
 2. “Qualified Yes” Should it be 12 lines? 3 lines?
 3. Maybe go forward
 4. “No” Do not support Strategic realignment
6. Advocacy / Farm Bill Update (Hunt Shipman)
- Appropriations
 - House and Senate committees have reported on Appropriations bills.
 - House bill increases all priority lines except 1890s extension.
 - Senate bill modestly increased only two lines: AFRI and McIntire Stennis.
 - Senate will take up the ag appropriations bills next week.
 - It is unclear whether or not the Ag appropriations bill will pass.
 - Farm Bill
 - House and Senate have passed versions of the Farm Bill

- The system's focus is on the House's provision of SNAP-ED funding: 1.) the increase provided across the life of the Farm Bill and 2.) the designation of LGUs as the focus of delivery of SNAP-ED in the future. ~26 states currently have Land Grants playing the primary role in SNAP-ED delivery.
- CMC resources and focus are shifted to support the SNAP-ED changes.
- An Op-Ed was released on Monday about Extension, the PBD released a system-wide message about the CMC's efforts.
- Cornerstone sees Senate Democrats as the greatest challenge to Extension taking over SNAP-ED.
- Bob Godfrey: Local government in UVI manages SNAP-ED; how would it be sent to UVI Extension instead?
 - Hunt: will discuss with Vernie Hubert for an answer to this
- Amendments which impact 1890s Extension distribution:
 - Senate amendments were proposed to change the formula for allocation of 1890s Extension and Evans-Allen dollars.
 - House accepted the Turner amendment.
 - Senate accepted the Brown amendment, which was slightly different.
 - Congressman Turner claimed he did not care about the implications these amendments have on particular institutions.
- House may consider a motion to go to conference, perhaps later in July 2018.
- There isn't a sense of urgency from either the House or Senate to move forward with a Farm Bill, given a deadline of October 1.
- (Gary Thompson) A CTA was released; high response from 1890s and low response from 1862s. Together, ESCOP needs to get as many letters out on the street as is possible.
- Hunt Shipman warned: this is a precedent-setting issue for every LGU, and a partisan discussion with respect to the Brown amendment.

7. Strategic Realignment Discussion

- Gary Thompson (ESCOP PBD Rep) needs to report alongside Eric Young to the PBD on Communications and Marketing and Strategic Realignment.
 - Gary seeks a Yes or No position from ESCOP on these issues.
- (Mike Harrington) Orlando McMeans charged B&L committees with making recommendations by mid-January. Mike spoke with Ian who talked to Mark Hussey and a strategic charge memo was drafted.
 - Maintain our activities, consolidate budget lines.
 - Who are the funded stakeholders for each of the 47 lines?
 - For each line: Is IDC allowed? Is there a competitive review process?
- (Mike Harrington) The work of the Strategic Realignment Committee is being vetted by the COPs, not being shared publicly, there is a push to get this done.
 - The current proposal is to consolidate 47 lines into 12 lines for the appropriated budget.
 - Seeking feedback from the COPs on Strategic Realignment.

- Committee will review feedback and forward it to ESS/CES/AHS.
- A series of webinars needs to be held to convey the message.
- Every Dean/Director must be informed of this to prevent misunderstanding.
- Feedback from sections will be forwarded to the PBD in November.
- How would we adopt a positive recommendation?
- Recommendations would go out to Congress.
- NIFA is aware of this.
- Strategic Realignment committee is asking Deans/Directors for help and recommendations for what they can do with and for their stakeholders?
- (Gary Thompson) PBD meets tomorrow, another chance to discuss in November at APLU.
 - Are we in favor of the concept? The current structure? We need ESCOP to determine a position on that to bring to the PBD.
- See the enclosed brief of the draft Strategic Realignment.
 - Arose out of an initial recommendation from Cornerstone; initial draft was written by Mike Harrington
 - There was consideration of collapsing into to three lines, but it did not seem realistic
- (Gary) - is the consolidation an advocacy effort, or a legal effort?
 - Jim Richards: Both...
 - Need to be clear that this is a different way of doing business, and simplifies advocacy efforts.
 - Some lines are competitive, some are formula driven. Sections would need to work with NIFA to determine a strategy for how to advocate each year.
 - Can further consolidation take place?
- There's no control over what NIFA does year to year. ESCOP's relationship with NIFA needs to be socialized to the point where they have to respond. (NIFA report is due 180 days after the budget is passed.)
- In November, we would expect to discuss the strategy with NIFA.
- NIFA has a number of liaisons to ESCOP who are aware of these discussions.
- Thoughts on the Strategic Realignment Draft?
 - (Deb H) likes it. Not sure why Crop Protection and Tactical Science are not part of AFRI. Not sure why 3(d) is separate from Smith-Lever.
 - Majority sees this as a positive step forward.
 - Advocating for a bigger AFRI pool which could be handled by RFAs within AFRI.
 - Jeff Jacobsen suggested: Prior to socialization it would be worth examining the look of the presentation / format of the Strategic Realignment draft.
 - Gary Thompson asked: Should we hold a webinar? The group agreed yes.
 - **With no further questions/comments/concerns, Gary and Eric will present ESCOP's position to the PBD.**

8. Communications and Marketing (Gary Thompson)

- Background (Gary Thompson)

- CMC was developed as an ESCOP committee, ECOP joined, AHS joined, each section contributes their share (\$133,333) of a total \$400,000 which supports the kglobal (communications and marketing consultant) contract.
- CMC has been working closely with kglobal and Cornerstone.
- Cornerstone has been engaged, to assist kglobal's development of educational materials to support the Communications and Marketing Project.
- The CMC has requested elevation of the CMC to a standing committee of the PBD.
- How does ESCOP feel about the CMC moving up to a standing / ad-hoc committee of the Policy Board and what is ESCOP's assessment of the CMC's strategic mission?
- Regional associations also discussed under the leadership of the ED's.
- There seems to be consensus to elevating the CMC to the level of the BAA. How would an elevated CMC be structured, and what would be the CMC's charge? What's the role of the committee?
 - Charge should be broadened to be more strategic. The work of the committee should be beyond "Calls to Action"
 - The CMC should develop a business plan to direct how the resources should be used.
- Gary mentioned that many Northeast Directors don't believe they have a 'dog in the fight'; they feel removed from the CMC's priorities and don't feel a direct impact from the committee.
- Eric Young mentioned that SAAESD are generally supportive of the CMC. However, the CMC should be more strategic in their efforts. SAAESD generally supports elevating the CMC to a standing or ad-hoc committee. The question for some people is, does this help my institution?
- Hunt was asked: does the CMC help Cornerstone do their job?
 - Hunt works closely with kglobal, and referenced the pivot of the CMC. The CMC had a goal of education of the benefits of the LGU system and leveraging the sections to take action. The first iteration was via the "One Ask" video campaign. The next run was targeting four appropriations ranking states, with only one university willing to engage. These did not work well.
 - What do LGUs think is their role/responsibility?
 - Hopefully, CMC has an opportunity to re-examine all of these efforts and its structure. We think of CMC and BAC in separate pipelines. Our goal is to increase resources. Let's start with the resource conversation and figure out how we build it completely. This reflects Mark Hussey's recommendation for the CMC to be more strategic. In short, it provides an opportunity to rethink the communications / marketing / advocacy strategy.
- Mike Harrington asks:
 - What's the *plan*? What are the action steps, who is responsible, what is the timeline? Defining the answers to these questions is an important place to start.

- The current CMC has a bunch of Deans/Directors and only two communication scientists as members. The committee could be restructured to include more communicators and marketing experts, with fewer Deans/Directors.
 - Gary Thompson stated that the CMC should act as an umbrella for local communicators within our institutions.
- Rick Rhodes said that the overall marching orders for the CMC should come from the PBD. Further, as Mike Harrington pointed out, the wrong folks are on the committee. Currently there are few communications or marketing experts.
 - The charge of the CMC should be to educate and communicate the value of LGUs.
 - This will inform and engage decision-makers and influence-builders to protect, support, and build resources.
 - Include more communicators and marketing staff on the committee instead of taking a “Noah’s Ark” approach to include equal representation from each section.
- **Gary Thompson and Eric Young will bring the reflections of this CMC discussion to the PBD.**

9. Ag Outlook Forum (Rick Rhodes)

- NIFA reached out to ESCOP to develop topics for the Ag Outlook Forum (February 2019), please forward any ideas to Rick Rhodes.
 - One example from 2018 was to have a multistate project team (Western reproductive biology project) come in to talk about the work that they did, a NIFA representative and a producer from Texas talked about their perspectives on the project, Bob Godfrey moderated the session.

10. A conversation with Doug Steele.

The meeting adjourned at 3:55pm

Agenda Brief: Communications and Marketing Committee (CMC)

Date: July 6, 2018

Presenter: Mark Latimore

1. **Committee Membership** (as of March 1, 2018):

Voting Members:	First Name	Last Name	Region	Term	Email
Chair (CES) ¹	Mark	Latimore	1890	2016 – 2019	latimorm@fvsu.edu
Incoming Chair (ESS) ¹	Steve	Loring	West	2018 – 2021	sloring@ad.nmsu.edu
Past Chair (AHS) ¹	Beverly	Durgan	North Central	2015 – 2018	bdurgan@umn.edu
AHS Chair ²	Alan	Grant	South	2017 – 2018	algrant@vt.edu
CES Chair ²	Chuck	Hibberd	North Central	2017 – 2018	hibberd@unl.edu
ESS Chair ²	Gary	Thompson	Northeast	2017 – 2018	gat10@psu.edu
AHS Representative ³	Nancy	Cox	South	2017 – 2019	ncox@email.uky.edu
CES Representative ³	Steve	Bonanno	Northeast	2016 – 2018	SCBonanno@mail.wvu.edu
ESS Representative ³	Mark	Rieger	Northeast	2017 – 2019	mrieger@udel.edu
ACOP Representative ³	Cynda	Clary	South	2016 – 2018	cynda.clary@okstate.edu
ACE Representative ⁴	Faith	Peppers	South	2016 – 2018	pepper@uga.edu
CARET Representative ³	Becky	Walth	North Central	2016 – 2018	walth@valleytel.net
CGA Representative ³	Rick	Mertens	South	2015 – 2017	richard.mertens@tamu.edu
NIDB Representative ³	Sarah	Lupis	West	2016 – 2018	Sarah.Lupis@colostate.edu
Non-Voting Members:					
kglobal Liaison	Jenny	Nuber	N/A	N/A	jenny.nuber@kglobal.com
Cornerstone Liaison	Hunt	Shipman	N/A	N/A	hshipman@cgagroup.com

AHS ED/Admin. Rep	Ian	Maw	N/A	N/A	IMaw@APLU.ORG
ECOP ED/Admin. Rep	Rick	Klemme	N/A	N/A	rickklemme@extension.org
ESCOPE ED/Admin. Rep	Rick	Rhodes	N/A	N/A	rcr3@uri.edu

The CMC Operational Guidelines define:

1. The officer (Chair, Incoming Chair, and Past Chair) terms are one year in each office for a total of three years.
2. The section (AHS, CES and ESS) chairs serve on the CMC during their terms of office, which is one year.
3. Members representing the three sections (AHS, CES and ESS) and other organizations except ACE have two year terms and can be reappointed indefinitely.
4. The ACE representative serves a three-year term and can be reappointed once (proposed.)

2. Meetings:

- The CMC met by teleconference on June 13, 2018.
- The CMC is scheduled to meet by teleconference on September 6, 2018.

3. Accomplishments/Upcoming Plans:

- kglobal released the Q1 report (attached.)
- The CMC met on June 13, 2018 and agreed to do a short-term pivot of the ongoing Communications and Marketing Project (CMP.) This year’s CMP focused on activating and engaging our land-grant university stakeholders through “Calls to Action” to support the “One Ask” (increases in the capacity lines and the AFRI line.) Responses to “Calls to Action” have been poor for a number of different reasons.
- The CMC pivoted to focus the project’s efforts on creating and delivering educational materials that encourage support of the House version of the 2018 Farm Bill. This version of the Farm Bill places management of SNAP-Ed directly into Cooperative Extension. This provision creates an Extension management opportunity of approximately \$3 billion over the 5-year lifespan of the Farm Bill. kglobal in collaboration with members of the CMC and Cornerstone developed a campaign to support the House’s version of the Farm Bill. (A brief description of the campaign is attached.)

4. Action Requested: For information only.

5. Attachments:

- a. kglobal, “kglobal 2018 Q1 report.pdf”
- b. kglobal, “kglobal_AgIsAmerica_FarmBill Campaign_062118_FINAL.pdf”



Association of Public and Land-grant Universities 2018 Q1 Insights Report

January 1, 2018 – March 31, 2018

Overview

The goal of the Ag Is America project is to serve as a public, unified voice communicating the value of the land-grant system in order to protect and grow its federal funding sources.

In the first quarter (Q1) of 2018, our team primarily focused on mini calls-to-action (CTAs) to test the engagement of our social audiences. Working with a variety of schools, our CTAs tested survey responses, social engagement, and click throughs. This provided a comprehensive view of what and how our audiences will engage with our content, which will help direct a larger CTA in Q2.



Community Activation Re-Focus (CTAs)

Our team has focused on testing smaller, more targeted CTAs to our online audiences to increase success of future, larger campaigns. We executed two mini CTAs that will provide insight as we prepare for 2018.

In January, our first CTA tested audience engagement through a partnership with the **University of California-Davis** to promote their My Healthy Plate program. This fell under the BAA priority area of “healthy people, healthy communities.” UC Davis compiled a complementary grocery list to outline the program, as well as approved artwork to show an example of a healthy, complete plate. Both the grocery list and the My Healthy Plate resources are available for download via the Ag Is America website and can be found in **Appendix A**.

Our next CTA spanned February and March. This time, we launched a more comprehensive campaign focusing on the BAA priority area of water. We used an online petition format to allow constituents to contact their members of Congress to voice their support for water-focused research and Extension programs at 6 land-grant institutions. The goal of this CTA was to test the idea that an issue—water security—currently being discussed in various iterations in news outlets across the country, can be leveraged at the local level to inspire action.

We launched the CTA in conjunction with the following institutions: **University of Georgia, University of Florida, University of California – Davis, North Dakota State University, Washington State University, and Oregon State University**. Each institution submitted original content focused on their impacts on local water issues. This content was formed into blog posts, and served as the basis for social media and targeted advertising activities.

The full February/March CTA report can be found in **Appendix B**.

Content Creation

Compelling content is important to position Ag Is America as an active, engaged, and relevant brand. During the first quarter of 2018, we particularly wanted to feature specific target institutions in original posts related to our CTAs to showcase their involvement with timely, newsworthy research. As 2018 progresses, we will continue to work with a variety of schools to post original content.

In Q1, we continued to research, solicit, and categorize case studies, impact statements, and feature stories from land-grant universities to be repurposed and disseminated over Ag Is America digital platforms. This included **62 blog posts** and over **108 social media posts**.

Digital + Social

The foundation of our social media content is our AgIsAmerica.org website. Every social media post links back to our website for more information and provides a visitor with the opportunity to return to the original article on the institution’s website.

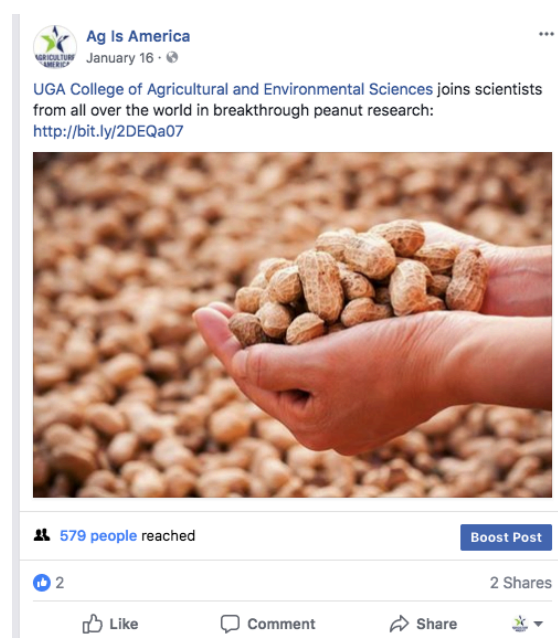


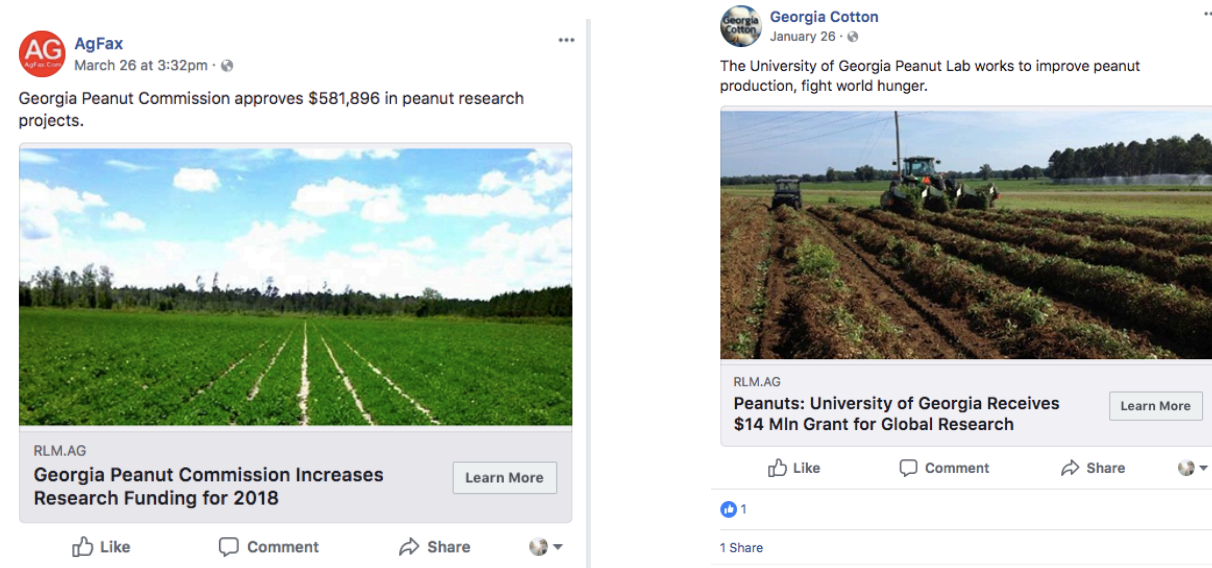
Website highlights

- Researched and published **62 blog posts** over 13 weeks. These posts highlight the land-grant system's groundbreaking research, achievements, and news around water and healthy food systems. Our goal with these blog posts is to feature a steady stream of information and impacts from the institutions.
- Generated over **2,833 page views**. This was a decrease from Q4 of 2017 when we saw **5,409** page views.
 - This decrease could be attributed to the unique pages that the water resources CTA occupied. Our ad campaign for this CTA targeted very specific demographics in a handful of states, which is a change from our previous ad campaigns that targeted the entire country.
 - Internet traffic is also the highest during Q4 due to holiday shopping. [More people than ever](#) shopped online for the holidays in the past year, which means those users also had more opportunities to engage in other websites.

Social highlights

- **Facebook:** 56 original posts garnered over **132,863 views** and **5,840 engagements**
 - The slight decrease in Q4 engagements is likely due to the way we promoted posts this quarter. For our water CTA, our promoted posts were in the form of highly targeted ads, which only appeared for a select group of users and encouraged them to click through to our website. In past CTAs, we promoted the posts to a more general audience, encouraging them to engage with the post. Due to the difference in goal and promotion, we expected the views to be higher and engagements to be slightly lower, which was the end result.
 - For example, our post about UGA's peanut research garnered two likes and two shares; on similar, non-UGA affiliated sites, the same news received one like and one share, and no likes or shares.





- **Twitter:** 52 original tweets that received **over 37,240 views** and **426 engagements**.
 - We are consistently seeing a larger engagement and views with our Facebook audience, as opposed to our audience on Twitter. For our water CTA, we have used this insight to dedicate funds on only Facebook promotions.

Media Relations

Our activities in Q1 focused on our digital audiences. As a result, we did not undertake any media relations activities. We expect our Q2 CTA to have an earned media component.

In addition, we are still holding the pitch we worked on with West Virginia University to highlight their program working with former coal miners. As soon as the program has some additional impact data, we will circle back with the communicators there to revisit the pitch.

Internal Communications

On March 4, our team attended the CARET/AHS meeting and presented findings from our water CTA and discussed our proposed CTA for April.

Appendix A – January CTA report

AgisAmerica: Survey Call-to-Action Campaign Memo

January 2018

What We Did

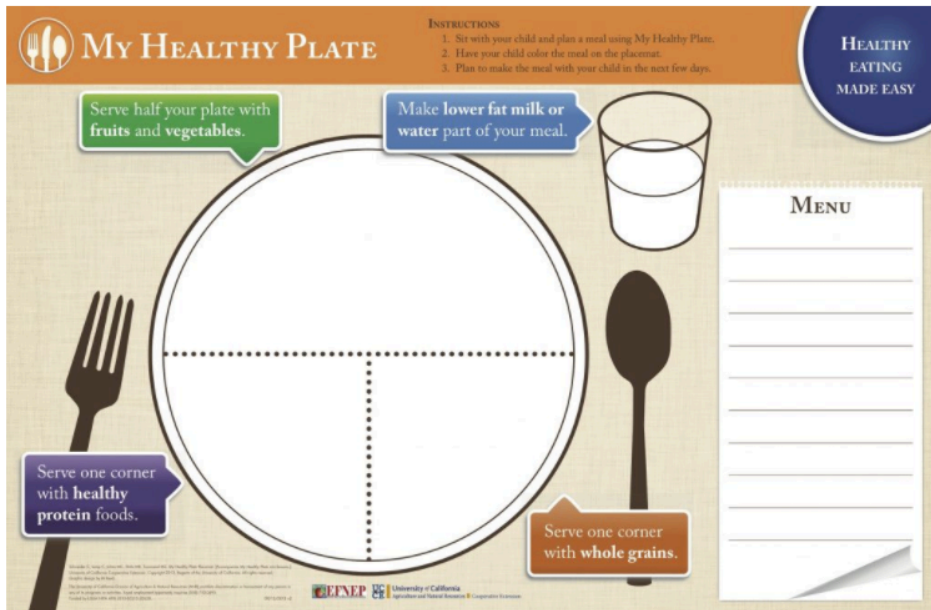
Working with the University of California-Davis' Division of Agriculture and Natural Resources (UCANR), we created a New Year's Resolution-focused healthy grocery shopping list, as well as a template for a "complete plate" for a healthy meal. All three of these graphics were available on the AgisAmerica website, and the grocery list was available to download so that our audience could take it with them to the grocery store.

Key Campaign Takeaway

This mini-call-to-action campaign was a great way for our team to work with the UCANR to produce accurate graphics quickly, and monitor how a CTA performed without any social media support. We had a very small amount of traffic on this particular page with only 142 unique views, which reinforces the need for promotional materials on social media. However, users did stay on the page for an average of 3 minutes, which shows that once they came to the page, they were interested in the content and explored the post.

Appendix 1





UCANR recommended grocery list

Get ready for your New Year's resolutions with the University of California Agriculture and Natural Resource's recommended grocery list! Created from My Plate guidelines from the USDA, this will kick off a healthy start to the new year.

Fruits (frozen or fresh!)

- Bananas
- Apples
- Pineapples
- Grapes
- Kiwis
- Raspberries
- Lemons
- Berries
- Watermelon
- Tomatoes
- Avocado
- Cherries
- Grapefruit
- Oranges
- Mandarins
- Pomegranates
- Mangoes
- Plums

Veggies (frozen or fresh!)

- Cucumber
- Lettuce
- Broccoli
- Onions
- Carrots
- Jicama
- Artichokes
- Brussels sprouts
- Mushrooms
- Peppers
- Radishes
- Zucchini
- Squash
- Cauliflower
- Celery
- Asparagus
- Arugula

Whole Grains

- Brown/Wild Rice
- Quinoa
- Oats
- Whole grain pasta
- Couscous
- Whole grain popcorn
- Whole grain cereal

Dairy

- Yogurt
- Milk, low fat or fat-free
- Cheese
- Cottage cheese

Healthy Proteins

- Chicken breasts
- Fish (tilapia, salmon, tuna)
- Lean ground beef
- Lean ground turkey
- Shrimp
- Clams
- Beans (black, garbanzo, kidney)
- Eggs
- Turkey bacon



Appendix B – Water CTA Report

AgisAmerica: Water Use Call-to-Action

February and March 2018

What We Did

As part of our plan to launch a more comprehensive “mini” CTA in February, we focused on the BAA priority area of water. This is the first CTA since the video campaign where the AgisAmerica community had the opportunity to directly contact their elected officials. In consultation with Cornerstone, we identified our target districts and worked with the institutional communicators to develop the content.

We launched the CTA in conjunction with the following institutions: University of Georgia, University of Florida, University of California – Davis, North Dakota State University, Washington State University, and Oregon State University.

Water use and conservation is a BAA priority. This local issue takes on different priorities for communities and institutions across the country. Georgia and Florida are in the middle of a Supreme Court case that stems from a 30-year dispute over water usage and its environmental and agricultural impact on both states. California, Oregon, and Washington are suffering from a multi-year drought that has plagued farmers and threatened ecosystems across the American West.

Our goal was to test the response of the community using a national topic of some urgency (water), that manifests uniquely at the local levels in the form of drought, water rights, and overall water usage. We reached out to the communicators to identify impacts on the subject and used that content to draft blog posts. Those posts direct interested parties to a petition on the AgisAmerica website that they added their signature to, urging their representatives to continue funding for these vital programs. Each signature registered as one piece of communication with their representative’s office. The CTA was promoted over our social media channels, including via paid advertising.

We received approved content from all of the schools, and this content has been vetted through the appropriate institutional channels by the communicators, including the government affairs teams. During this vetting process, Oregon opted out. Their government affairs department was not comfortable with the petition component.

Results

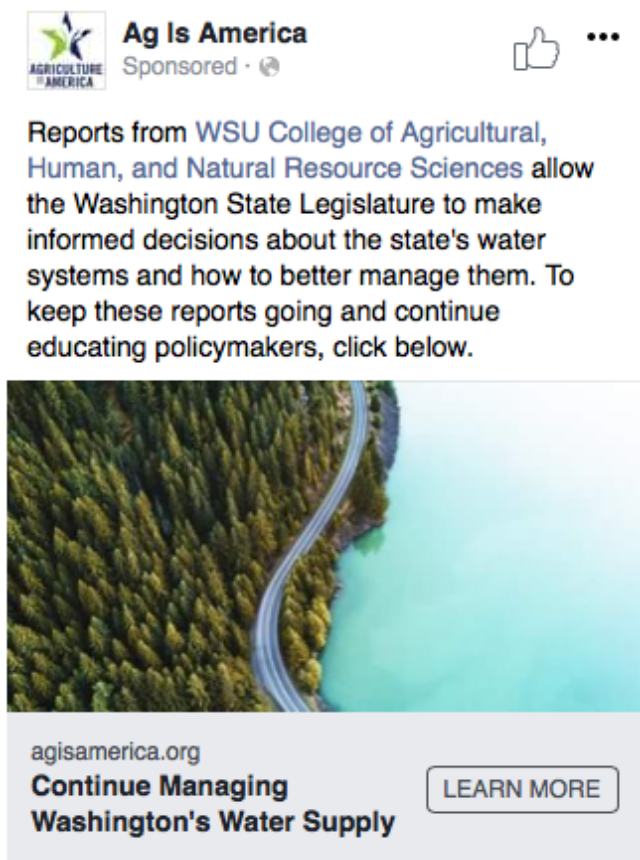
On Facebook, the posts were viewed over 193,511 times and received more than 2,751 link clicks which is higher numbers than any CTA in the past. The link click number, however, could be higher compared to the amount of times which is viewed, which allows us to analyze why people may respond better to different types of social copy and how to make our social posts more compelling to Facebook users. In total, 15 people signed the petition.



Insights + Analytics

While the engagement rate was not what we hoped it would be, we received a significant amount of traffic from our social media efforts. This was a great trial run for our larger CTA in April, and we learned some important lessons about how the complete process works best with the communicators, their government affairs folks, and our own capabilities.

We would be interested to hear any feedback from both the communicators and their government relations folks on ways to make the petitions more effective for our next petition.



The screenshot shows a sponsored post from 'Ag Is America'. The post features a logo with a green star and the text 'AGRICULTURE AMERICA'. The main text of the post reads: 'Reports from WSU College of Agricultural, Human, and Natural Resource Sciences allow the Washington State Legislature to make informed decisions about the state's water systems and how to better manage them. To keep these reports going and continue educating policymakers, click below.' Below the text is a photograph of a winding road through a forest next to a body of water. At the bottom of the post, there is a call to action: 'Continue Managing Washington's Water Supply' with a 'LEARN MORE' button. The URL 'agisamerica.org' is also visible.

Targeted Audience

- Lives in Washington
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 33,238

Link Clicks: 602



Ag Is America

Sponsored ·



Reports from WSU College of Agricultural, Human, and Natural Resource Sciences allow the Washington State Legislature to make informed decisions about the state's water systems and how to better manage them. To keep these reports going and continue educating policymakers, click below.



agisamerica.org

**Continue Managing
Washington's Water Supply**

LEARN MORE


Targeted Audience

- Lives in Washington
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 6,940


Link Clicks: 80





Ag Is America
Sponsored · 🌐

Stormwater is a major source of pollutants entering Puget Sound, especially with extreme rain storms becoming more common in Washington. The Stormwater Center at [WSU College of Agricultural, Human, and Natural Resource Sciences](#) is a leader in stormwater management. Click below to keep these management systems running.



agisamerica.org
Continue Managing Washington's Water Supply [LEARN MORE](#)

Targeted Audience

- Lives in Washington
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 6,940

Link Clicks: 80



Ag Is America
Sponsored · 🌐

UGA Extension's Agricultural Water Efficiency Team works directly with farmers to develop tools that help them save time, money, and energy. Click here so they can continue this great work.




votervoice.net
Making Water Safe for GA
Droughts, floods, contaminated ... [LEARN MORE](#)

Targeted Audience

- Lives in Georgia
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 15, 814

Link Clicks: 257

 **Ag Is America**
Sponsored ·   

Georgia's rural water wells are being polluted and contaminated by agricultural runoff. Luckily, [UGA Extension](#) has all the resources and materials to help well-owners test and protect their water. Click below to keep this program alive and provide safe water for Georgia's rural communities.







votervoice.net
Making Water Safe for GA
Droughts, floods, contaminated ... [LEARN MORE](#)

Targeted Audience


- Lives in Georgia
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 9,036

Link Clicks: 137

 **Ag Is America**
Sponsored ·   

[UGA Extension](#) has been visiting schools across the state, teaching students about water conservation and inspiring them to protect Georgia's water sources for the future. To allow programs like these to reach more students, click below.



votervoice.net
Making Water Safe for GA
Droughts, floods, contaminated ... [LEARN MORE](#)

Targeted Audience

- Lives in Georgia
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 1,496

Link Clicks: 17



Ag Is America
Sponsored · 🌐

UF IFAS Solutions offers free bacteria testing for the victims of Hurricane Irma who may have contaminated well water. Vital programs like these must be a priority for the safety of Florida's water and all Floridians. Click below show your support for their research.



votervoice.net
Improve FL's Water Quality
Droughts, floods, contaminated ...

[LEARN MORE](#)

Targeted Audience

- Lives in Florida
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 12,563

Link Clicks: 257



Ag Is America
Sponsored · 🌐

Phosphorus pollution in the Everglades threatens the livelihood of the entire ecosystem. Thanks to the researchers at UF IFAS Solutions, the amount of phosphorus in the water has decreased by 79%. Click below to support this research and save Florida's largest national park.



votervoice.net
Improve FL's Water Quality
Droughts, floods, contaminated ...

[LEARN MORE](#)

Targeted Audience

- Lives in Florida
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 5,267

Link Clicks: 83



Ag Is America
Sponsored · 🌐



Miami-Dade has suffered from water scarcity for years due to variable weather, an increasing population, and other environmental changes. With the help of [UF IFAS Solutions](#), residents have saved over 14 million gallons of water. Click below to help this research to continue.



votervoice.net

Improve FL's Water Quality
Droughts, floods, contaminated ...

[LEARN MORE](#)

Targeted Audience

- Lives in Florida
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 8,823

Link Clicks: 123





Ag Is America

Sponsored ·



NDSU College of Agriculture, Food Systems and Natural Resources' irrigation research has saved taxpayers up to \$25 million. Click here to help them continue their work:
<http://bit.ly/2DIUrDV>



agisamerica.org

Improving Water Quality for North Dakota

LEARN MORE

Targeted Audience

- Lives in North Dakota
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 15,487

Link Clicks: 471



Ag Is America

Sponsored · 



As the Red River continues to flood, NDSU College of Agriculture, Food Systems and Natural Resources continues to implement new, innovative draining methods to protect the people, land, and water systems of North Dakota. Click below to support their efforts.



agisamerica.org

Improving Water Quality for North Dakota

[LEARN MORE](#)

Targeted Audience

- Lives in North Dakota
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 4,822

Link Clicks: 60



Ag Is America
Sponsored · 🌐



UC Agriculture & Natural Resources' research has helped California's residents and policymakers manage groundwater amidst the state's droughts for years. Click below to allow them to continue educating, pushing water policy, and pursue outreach efforts.



agisamerica.org

Protect California's Water

California's farmers, government...

LEARN MORE

Targeted Audience

- Lives in California
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 15,007

Link Clicks: 289

 **Ag Is America**
Sponsored ·   

UC Agriculture & Natural Resources' drought awareness and planning video series provides California with a visual resource for keeping their crops alive amid droughts. Click below to ensure that these resources remain available.



agisamerica.org
Protect California's Water
Virginia State University Offers ... [LEARN MORE](#)

Targeted Audience

- Lives in California
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 10,261

Link Clicks: 168

 **Ag Is America**
Sponsored ·   

UC Agriculture & Natural Resources shares free, public tip sheets for farmers, ranchers, and homeowners that need help managing their land during California's droughts. Click below to keep these crucial resources available.



agisamerica.org
Protect California's Water
Virginia State University Offers ... [LEARN MORE](#)

Targeted Audience

- Lives in California
- Interested in water conservation, water resource management, the environment, and wildlife

Views: 7,639

Link Clicks: 127

Science and Technology Committee

Presentors: Laura Lavine and Jeff Jacobsen Action

Requested: For Information and Discussion

Committee Members:

Laura Lavine (WAAESD; Chair)

Gene Kelly (WAAESD)

Chris Davies (WAAESD)

Joe Colletti (NCRA)

Deb Hamernik (NCRA)

John Kirby (NERA)

Adel Shirmohammadi (NERA)

Nathan McKinney (SAAESD)

Susan Duncan (SAAESD)

John Yang (ARD)

Alton Thompson (ARD)

Liaisons:

Terry Nelsen (ERS)

Bob Matteri (ARS)

Kristina Hains (SSSC; Social Sci Subc)

Patrick Beauzay (NIPMCC; Pest Mgmt Subc)

Parag Chitnis (NIFA)

Edwin Price (ICOP)

Jeff Jacobsen (Exec Vice-Chair, NCRA ED)

Chris Hamilton (recorder, NCRA AD)

Website: <http://escop.info/committee/scitech/>

S&T Committee

Four nominations for the 2018 Excellence in Multistate Research were individually reviewed using the weighted criteria from the 2018 call for nominations. Individual scores and comments were then summarized and discussed on a conference call with the core, voting members of S&T (no liaisons). S&T then recommended to the ESCOP Executive Committee that ***NCERA217 Drainage Design and Management Practices to Improve Water Quality*** be the 2018 selection. The ESCOP Executive Committee received all nominations and S&T supporting materials and ratified this recommendation. Regional associations also received the review summaries and were encouraged to share with their respective regional nominees. Materials have been prepared for the APLU annual meeting program and NIFA has been notified of the 2018 winner. Beginning with this 2018 winning project, the MRF fund (\$15,000) will be provided through the off-the-top mechanism and the funds will be part of the home institution of the AA (Iowa State University) as an additional element of the Hatch allocation. This will potentially enhance the timely use of the MRF award monies through better connections and transactions with committee members and the AA. The only changes for the 2019 call for nominations Excellence in Multistate Research was to move the deadline from May 23 to May 15 for the regional associations to submit final regional nominations to ESCOP S&T, thus allowing additional time for the review process.

The entire core membership of the S&T Committee has embarked upon an update to the content and overall approach with the Science Roadmap (2010). The Committee agreed that the 2010 Roadmap is still relevant, so the new documents will include updated versions of the Grand Challenges, revised to reflect research progress, updated resources, outcomes, and impacts. S&T Members allocated some time and energy to create DRAFT versions of each Grand Challenge into the new format to evaluate the

approach and overall desired output. Two examples are provided with this Agenda Brief as representative examples of our work: Grand Challenge Overview and Grand Challenge 1. S&T is pleased with the progress and is moving forward to create complete DRAFTS across all Challenges. ESCOP CAC has also been in the discussions to ensure we are on track with this project. More details can be found on the S&T Website with our committee notes. The entire group of documents can be found at:

https://drive.google.com/drive/folders/14XhnaZGaaPgveo0abfc_OWfpUjx1IKB?usp=sharing.

ESCOP feedback is welcomed during Joint COPs. In addition, we have consistently stated the need to hire professionals to create, edit, refine the overall layout and provide additional creative ideas for these communication pieces. This would be done through an outside contract. By Joint COPs, we hope to provide a potential budget for this phase of the effort. ESCOP would need to discuss and take action to approve a budget for this effort. Our desired timeline is to have this completed by our Fall Annual ESS/ARD meeting.

National Integrated Pest Management Coordinating Committee (NIPMCC)

The NIPMCC Executive Committee conducts quarterly calls to discuss annual plans and connections to federal agency IPM Committees. Current efforts will be to plan for the NIPMCC meeting in Washington, DC on October 23-24, 2018. With the retirement of Chris Boerboom, ECOP director representative, ECOP has appointed Tom Melton, from North Carolina State University to this position.

Social Sciences Subcommittee (SSSC)

No new activities to report. Kristina Hains from the University of Kentucky was selected to be the SSSC liaison to S&T and has been participating in the activities and calls.

GRAND CHALLENGES IN FOOD & AGRICULTURAL RESEARCH:

Addressing crucial issues through our Land-grant Universities and Agricultural Experiment Stations

Borne out of the *Hatch Act of 1887* and the *Evans-Allen Act of 1977*, the United States' Land-grant Universities (LGUs) and their partnered Agricultural Experiment Stations (AES) are supported programmatically by USDA NIFA (National Institute of Food and Agriculture). These premier institutions operate on the forefront of basic and applied research, education, Extension and outreach, thus sustaining our critical agricultural and natural resource systems – safe, secure and nutritious food, clean drinking water, sustainable and productive forest and range resources, fuel to power the nation, healthy families and communities, national security, equitable trade and jobs that support a prosperous economy in rural and urban settings. Our innovation and discovery was built upon and evolves through collaborations and partnerships across federal, regional, state, and private organizations. This national research enterprise is governed by ESCOP (Experiment Station Committee on Organization and Policy), a unit of APLU (Association of Public & Land-grant Universities). Our **Grand Challenges** strategically reflect future activities and aspirations across local, state, regional, national and global scales reflected in the following focal areas (see this ESCOP series).

KEY RESOURCES

Our preeminent agricultural research institutions, the Land-grant colleges and universities, exist across the nation, located in all 50 states, Puerto Rico, and several of the territorial islands in the Pacific Basin (see map on back page). Some key resources include:

- Local state and county entities significantly match federal funds, thus supplying people, buildings, equipment, and student opportunities to address our **Grand Challenges**.
- Main campus-based resources and additional time-tested networks of research centers, stations, farms, and cooperative locations are key for on-site research and outreach.
- Our regional associations (see back page) provide additional leadership and management to facilitate collaborations, cooperation, and partnerships.

GRAND CHALLENGES

Comprehensive survey has identified the following **Grand Challenges** agricultural research programs at LGUs are well-positioned to address:

- Sustainability, competitiveness, and profitability of U.S. food and agricultural systems
- Adapt to and mitigate the impacts of climate change on food, feed, fiber, and fuel systems
- Support energy security and the development of the bioeconomy from renewable natural resources
- Play a leadership role in a safe, secure and abundant food supply
- Improve human health, nutrition and wellness
- Heighten environmental stewardship through the development of sustainable management practices
- Strengthen individual, family and community development and resilience

EXPECTED OUTCOMES/IMPACTS

The physical, chemical and biological environment, coupled with evolving human aspirations and needs, is constantly changing. This creates new questions and challenges for an engaged research community. The discovery of new information and innovations to address our **Grand Challenges** must result in tangible and quantifiable outcomes and impacts that justifies the public and private investments. Ultimately, this will advance and strengthen our global community.



1862 and 1890 Land-grant Colleges and Universities



Regional Research Associations

All Agricultural Experiment Station Directors also belong to a regional association that supports multistate collaborations and strategic focus significant to geography. These regional associations are comprised of the Association of 1890 Research Directors (ARD, www.umes.edu/ard), North Central Association of Agricultural Experiment Station Directors (NCRA, www.ncra-saes.org), Northeast Regional Association (NERA, www.nerasaes.org), Southern Association of Agricultural Experiment Station Directors (SAAESD, www.saaesd.org), and Western Association of Agricultural Experiment Station Directors (www.waaesd.org).



Experiment Station Committee
on Organization and Policy
(ESCOP)

ESCOP Meeting, July 17, 2018, Guadalajara, Mexico

Learn more about ESCOP at <http://escop.info/> and explore the impacts of our Land-grant research at <https://www.mrfimpacts.org/> and <https://landgrantimpacts.tamu.edu/>.

ESCOPE GRAND CHALLENGE 1: SUSTAINABILITY, COMPETITIVENESS AND PROFITABILITY OF U.S. FOOD AND AGRICULTURAL SYSTEMS

OVERVIEW

Balancing the social, environmental, biological and economic dimensions within food and agricultural systems is complex and dynamic, necessitating sustainable approaches from local to global scales. Now more than ever, it is critical in U.S. agriculture to *enhance the sustainability, competitiveness, and profitability of our food and agricultural systems*. The U.S. has a proven track-record of investing in research that has led to innovation, economic progress, and competitiveness resulting in the U.S. agricultural sector increasing its productivity by more than 2.5 times since the 1940s. Research and Extension programs at America's Land-grant universities (LGUs), together with the USDA National Institute of Food and Agriculture, have been key to the deployment of research-based solutions in agricultural sustainability. Mission highlights are presented below.

KEY RESOURCES

- Scientists, educators, students and staff at LGUs.
- Stakeholders who are engaged with LGUs (e.g., farmers, farm bureau, farm commission, agricultural industry, state agencies, federal agencies).
- Research stations and centers strategically located in states in unique agroecosystems.
- Greenhouse, environmental growth chambers, computational and statistical centers, field-scale equipment, multi-scale analytical facilities, field sites with full instrumentation.
- Continued and expanded investments in research.

KEY NEEDS

- Comprehensive activities across all water resources.
- Develop plant production and integrated systems.
- Develop new plant products, uses and crop production systems.
- Sustainable management practices and tools for animal production.
- New animal production technologies, practices products and uses.
- Improve the economic return to agricultural producers.
- Improve the productivity of organic and sustainable agricultural systems..
- Improve agricultural productivity by sustainable means, considering climate, energy, water and land use challenges.
- Maintain a sustainable environment.

EXPECTED OUTCOMES/IMPACTS

- Agricultural systems will be more resilient to changes in energy costs, inputs and management tool availability, adaptation to weather extremes and climate variability.
- Decisions on land use practices and land use changes will be inextricably intertwined with societal appreciation for the importance of global food production.
- Investments in agricultural production and land-water-air stewardship practices will be integrated and will enhance biodiversity, soil-water-air quality and ecosystem services to benefit farmers/ranchers as well as consumers.
- Systems-level research linking across physical, biological, economic and human variables through multi- and interdisciplinary strategies aimed at understanding complex systems dynamics.

FACTS/FIGURES (some ideas to consider)

- Something about how many people are 'involved in' ag
- How many LGUs there are, numbers of students, etc.
- Economic impact of certain commodities in selected states and nationally
- Maybe some breakout of plant and animal agriculture value
- Water resource info

IMPACT/SUCCESS STORY (an approach to capture what has already been created, need to distribute across regions too or directly in the content, might do global references rather than individual ones)

Highlights of premier research:

- Using drones to capture thermal images and monitoring crops resulting in better and more efficient management decisions. Smartphone app to operate high-tech irrigation systems using GPS, soil sensors and more to control where, when and how much water is used on crops. (CA, GA)
[NCERA180 Improving Precision Technology <https://www.mrfimpacts.org/single-post/2018/01/26/Improving-Precision-Technology-NCERA-180-2011-2016>]
- Conducting research with farmers on high nitrate in water levels to develop local management solutions. Changing stormwater management policies and practices resulting in fewer pollutants in rivers, lakes and other water bodies. (MT, UT)
[NC1190 Improving Management of Water Resources <https://www.mrfimpacts.org/single-post/2017/06/21/Improving-the-Management-of-Our-Water-Resources-NC-1190-2011-2016>]
- Gravel, sand, or rubber mat bedding can be used without compromising the health of Jersey calves. Adding 0.20% L-glutamine (an amino acid) to piglet diets can improve their health and productivity following weaning and transport. (many states)
[The Impacts of Stress on Animal Welfare and Performance <https://www.mrfimpacts.org/single-post/2017/06/16/The-Impacts-of-Stress-on-Animal-Welfare-Performance-W-2173-2011-2016>]
- Breeding new berry and grape varieties suited for a wider range of climates and more tolerant of common pests and diseases. This helps make berries and grapes a profitable option for more growers. Researchers also bred tastier berry varieties and grapes with double the normal shelf life, providing consumers with top-quality fruits. (many states)
- Research on strawberries with nonchemical alternatives had a significant impact on reducing the number of chemical pesticide applications, lowering rates of chemical pesticides needed

to reduce pests and slowing the development of insects that are resistant to commonly used chemical pesticides. (CA)

- Education, based upon research findings, on integrated pest management, practices reduced pest incidence by 78% and pesticide use by 71%. (AZ)

[\[https://landgrantimpacts.tamu.edu/\]](https://landgrantimpacts.tamu.edu/)

ESCOP Budget and Legislative Committee Agenda Brief

Presenters: Ernie Minton and Mike Harrington

For information only

The committee holds regular conference calls on the last Tuesday of each month. These calls have generally been well attended. The current B&L Committee membership is shown below.

<p>Chair: Ernie Minton (NCRA)</p> <p>Delegates: Bobby Phils (ARD) Alton Thompson (ARD) Shawn Donkin (NCRA) David Benfield (NCRA) Sabine O’Hara(NERA) Jon Wraith (NERA) George Hopper (SAAESD) Saied Mostaghimi (SAAESD) Chris Pritsos (WAAESD) Glenda Humiston (WAAESD)</p> <p>Executive Vice- Chair Mike Harrington (WAAESD)</p>	<p>Liaisons</p> <p>Jon Boren (ECOP Liaison) Bob Holland (NIFA) Paula Geiger (NIFA) Josh Stull (NIFA) Glen Hoffsis (APLU Vet Med) Eddie Gouge (APLU) Ian Maw (APLU) Becky Walth (CARET) Cheryl Achterberg (APLU - BoHS) Jim Richards (Cornerstone) Hunt Shipman (Cornerstone) Vernie Hubert (Cornerstone)</p> <p>*Chair elect</p>
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The committee holds regular monthly conference calls.

The B&L Committee held a breakfast meeting on March 5 in conjunction with the AHS-CARET meetings. Doug Steel (ECOP B&L Committee chair) was also be in attendance. Discussions focused on advocacy for the single increase budget request for NIFA, strategic realignment efforts, and work products for the 2018 year.

T&E Reporting: The final revised [fact sheet](#) entitled “Uniform Guidance: Compensation – Personnel Services” was released April 20, 2018. The document included the B&L requested bullet points that would capture audit expectations. Also requested were examples of problems that have surfaced in audit/reviews. The restriction on using federal funds in grant writing is missing.

Strategic Realignment of small lines: The Committee has discussed the realignment of small lines concept and is in favor of moving this effort forward.

All documents related the federal budget are located at the land-grant.org.

Diversity Catalyst Committee

Presentors: Karen Plaut and Jeff Jacobsen

Action Requested: For Information Only

Committee Members:

Karen Plaut (Chair)	Jackie Burns (SAAESD)
Ali Fares (ARD)	L. Wes Burger (SAAESD)
Adrian Ares (WAAESD)	Shannon Archibeque-Engle (Diversity Professional)
Cynda Clary (APS)	Gary Thompson (NERA)
Doze Butler (APS and ARD)	Brian Raison (ECOP)
tbd BHS (APLU)	Alton Thompson (ARD)
Rick Rhodes (NERA)	David Leibovitz (NERA)
Sara Lupis (WAAESD)	Chris Hamilton (NCRA)
Donna Pearce (SAAESD)	Bobbie Moore (NIFA)
Jeff Jacobsen (NCRA)	

ESCOP Website: <http://escop.info/committee/diversity-catalyst-committee/>

The Diversity Catalyst Committee (DCC) conducts quarterly calls to ensure that we are on track with planned activities consistent with the original Task Force Report. In these calls we have instituted an agenda item that highlights innovative programs in a particular region to better understand what allied activities are underway across that region. DCC members can then follow up as appropriate. Minutes are posted on the website.

- The May 10, 2018 call featured Sara Rushing from Montana State University. Sara provided a brief "impact talk" on the aftermath of MSUs success in closing the gender-gap in STEM-faculty hiring. See:
<http://www.montana.edu/news/16441/msu-s-success-in-closing-gender-gap-in-stem-faculty-featured-in-national-publication>
 - Website link: <http://www.montana.edu/nsfadvance/index.html>, impact report in .pdf further down the page
 - Work-Life Integration: <http://www.montana.edu/nsfadvance/worklife/>, link to Family Advocate Program also on this page
- The July 10, 2018 call will include a presentation by Dr. Quentin Tyler, the new Associate Dean for Diversity, Equity and Inclusion in the Michigan State University College of Agriculture and Natural Resources.

The National ESS Diversity and Inclusion Award call was distributed nationally which resulted in six nominations. Given the individuals and groups nominated, Rick Rhodes and Dave Leibovitz managed the review process. The Award Committee was Karen Plaut, Gary Thompson, Chuck Hibberd, Ed Buckner and Bobbie Moore. A winner was selected and ratified by the ESCOP Executive Committee. This group determined that all other nominations will be part of the 2019 nominee pool and other nominations will be solicited.

The Annual ESS/ARD Annual Meeting will be held in Lincoln, NE during October 1-3. On behalf of the DCC, Session III will be “***Inclusive Leadership Development: The Implications of Implicit Bias for Decisions in Higher Education***” with Dr. Paulette Granberry Russell from Michigan State University. The moderators will be Gary Thompson and Shirley Hymon-Parker. Alton Thompson and Jeff Jacobsen conducted an in-depth discussion with Paulette to enable her to focus on issues of importance to ESS/ARD. In addition, a survey was initiated to all ESS/ARD directors/administrators through their regional associations to gauge the comprehension and terminology understanding which will be summarized for the speaker and will enable her to allocate time efficiently during her session. As of July 2, the survey has received 57 responses, which includes 5 from ARD, 4 from NERA, 15 from the NCRA, 16 from SAAESD, and 9 from WAAESD (8 respondents did not select a region from the dropdown list). The survey will close on August 1 and can be accessed at https://uwmadison.co1.qualtrics.com/jfe/form/SV_0qF1poTHUE89KSN.

ESCOP/ECOP National Impact Database Committee Agenda Brief

Presenters: Bill Brown and Eric Young

For information only

The committee holds regular conference calls on the second Tuesday of each month. These calls have generally been well attended. The current committee membership is shown below.

Membership	
Name	Role
Bill Brown	Co-chair- AES
Karla Trautman	Co-chair- EXT
Debbie Lewis	Admin. Rep- EXT
Steve Loring	Admin. Rep- AES
Sarah Lupis	Multistate Research Impacts Initiative Representative
Faith Peppers	Land-grant Communications Representative
Johnnie Westbrook	Land-Grant Evaluation representative
Adele Turzillo	NIFA representative
Ron Brown	Southern ECOP Executive Director
Eric Young	Southern ESCOP Executive Director
EX Officio Members	
Scott Cummings	IT- Texas A&M University
Michael Harrington	West Region ESCOP Executive Director
Jeff Jacobsen	NC Region ESCOP Executive Director
Rick Rhodes	NE Region ESCOP Executive Director

Platform and Website Design:

- A new website template has been developed but is not live yet. New 2018 stories and fact sheets developed by the writing team have been added to the site. A logo has been developed.

Quality of Impact Statements – Institutional Database Administration:

- Each institution will have up to four (4) Institution Contacts, typically two (2) each for Extension and Research. These individuals will have input rights to the database and will also enter up to three (3) additional individuals (Impact Editors) each for Extension and Research who will have input rights to add impact statements to the database.
- All individuals with input rights must take approved training. The National Impact Database Committee will offer multiple webinars in 2018; specific dates to be announced. Webinars will last approximately one hour and 15 minutes. For 2018, Sarah Lupis and Faith Peppers will be the primary webinar instructors. Peer review

panel members (described below) are strongly encouraged to attend webinars in the first quarter. Individuals with input rights should participate as they are able.

- **Quality of Impact Statements – Training; Webinar Agenda:**

Welcome and Introductions (5 minutes)

“Big Impact: Why Impactful Reporting Matters and How to Do it Better”
presentation (30 minutes)

This dynamic presentation will summarize the characteristics of high-quality impact statements and emphasize the role they play in elevating the visibility of USDA-funded projects and activities.

The Good, the Bad, and the Ugly (20 minutes)

In this interactive session, participants will apply the lessons learned from the presentation as they evaluate examples of impact statements and discuss why they are good, bad, or ugly.

Closing Remarks and Questions (10 minutes)

- **Quality of Impact Statements – Impact Statement Review Process:**

- Review committees will be established by region and administered by ECOP & ESCOP Executive Directors from those regions. Review committees will be composed of three (3) individuals each representing ECOP & ESCOP. Reviewers will be communicators or evaluators from the region’s institutions. Reviewers will serve for two years with appointments staggered. Initially, some reviewers will serve one year so that a rotation can be established.
- When submitted, an impact statement will be sent electronically to one of the thirty (30) reviewers in that region. The reviewer will accept to review the statement within a certain time period or an option will be available to not accept the review if there is a conflict of interest. The reviewer may accept the statement as written, in which case the statement will be immediately added to the database. If the reviewer feels that edits to the statement should be made, communication will take place within the system between the reviewer and the individual that input the statement into the system. Communication will continue until the statement is accepted (or not) by the reviewer and added to the database.
- At this point, there will be no limit to the number of statements that can be entered by a given institution per year.

Agenda Brief: NRSP-Review Committee (NRSP-RC)

Date: July 6, 2018

Presenter: Rick Rhodes for Fred Servello

1. Committee Membership (as of July 1, 2018):

a. Fred Servello	Chair	NERA	fred.servello@maine.edu
b. Rick Rhodes	Ex Vice Chair	NERA	rcrhodes@uri.edu
c. Valerie Giddings	Member	ARD	vlgiddin@ncat.edu
d. Doug Buhler	Member	NCRA	buhler@anr.msu.edu
e. Mark McGuire	Member	WAAESD	mmcguire@uidaho.edu
f. Keith Owens	Member	SAAESD	keith.owens@okstate.edu
g. Jeff Jacobsen	Member, ED	NCRA	jjacobsn@msu.edu
h. Don Latham	Member	CARET	donel@frontiernet.net
i. Tom Bewick	Member	NIFA	tbewick@nifa.usda.gov
j. Ron Brown	Member	ECOP	rab2@msstate.edu
k. David Leibovitz	Ex-officio	NERA	david_leibovitz@uri.edu

2. Meetings:

- a. The NRSP RC met face to face in Warwick, RI on May 22, 2018.

3. Accomplishments/Meeting Deliberations:

- a. Chair Fred Servello led a general discussion on NRSPs. Directors in the Northeast had identified several areas of concern including their lack of confidence in the value of a mid-term review, the lack of a sunset on most NRSPs, the use of NRSP off-the-top funds for projects that don't fit the NRSP project definition (e.g., NIMSS) and the deployment of regional off-the-top (OTT) funds to support regional genebanks. After much discussion a small subcommittee (Rick Rhodes, Jeff Jacobsen, and Doug Buhler) was tasked with revising the NRSP review forms to reflect the information needed by directors to make decisions about continuing to fund ongoing projects and starting to fund new projects and revised projects. The same subcommittee will also tackle a revision of the NRSP guidelines to assist in better focusing the activities of NRSPs.
- b. The NRSP-RC evaluated the renewal of NRSP8 (National Animal Genome Research Program.) The reflections of the NRSP-RC were shared with the project AAs. The NRSP-RC now seeks a revision of the project proposal. Much of the revision requested by the NRSP-RC revolved around clarification of the budget and definition of specific activities that support research. The NRSP9 technical team is expected to respond to the NRSP-RC by July 20th.
- c. The NRSP-RC evaluated the mid-term reviews of NRSP4 (Facilitating Registration of Pest Management Technology for Specialty Crops and Specialty Uses), NRSP6 (The US Potato Genebank: Acquisition, Classification, Preservation, Evaluation and Distribution of Potato [Solanum] Germplasm), and

NRSP9 (National Animal Nutrition Program.) The NRSP-RC responded to each of the project's AAs. Recommendations were shared with NRSP4. Additional information was sought from the technical teams of NRSP6 and NRSP9.

- d. The NRSP-RC expects to provide the Experiment Station Section with recommendations during the annual ESS/AES/ARD meeting in Lincoln, NE in early October 2018.

4. **Action Requested:** For information only.

“Pursuing Partnerships”
2018 ESS/SAES/ARD Fall Meeting
Embassy Suites, Lincoln, NE
Monday, October 1 - Wednesday, October 3, 2018
Preliminary Agenda (as of July 1, 2018)

Monday, October 1

- 12:00 noon Registration Opens (Embassy Suites lobby)
- 1:00 pm Optional Tours (Nebraska Innovation Campus) Return to hotel around 5:00 pm.
- 6:00-8:00 Opening Reception with heavy snacks (Pinnacle Bank Arena—4 blocks from hotel)

Tuesday, October 2

- 6:30-8:00 Breakfast (Embassy Suites Buffet in lobby--included with sleeping room charges)
- 8:00-10:00 Regional Associations Meetings (rooms available at 7:00 am, if needed)
- 10:00-10:30 Networking Break
- 10:30-10:45 Nebraska Welcome
- 10:45-12:00 **Keynote Presentation (State Funding of Agricultural Experiment Stations)**
Moderator: Deb Hamernik (ESCOPE Chair-Elect)
Speaker: Greg Perry (Colorado State University)
- 12:00-1:00 Networking Lunch
- 1:00-2:45 **Session I: Partners for a Unified Message in Support of Agricultural Research**
Moderator: Cathie Woteki (President, Charles Valentine Riley Memorial Foundation)
Speakers: tbd
- 2:45-3:15 Networking Break
- 3:15-5:00 **Session II: Partnerships for a Diversified Funding Portfolio**
Moderator: Sally Rockey (Executive Director, Foundation for Food & Agriculture Research)
Speakers: tbd
- 6:00 Dinner on Your Own

Wednesday, October 3

- 6:30-8:00 Breakfast (Embassy Suites Buffet in lobby--included with sleeping room charges)
- 8:00-9:45 **Session III: Inclusive Leadership Development: The Implications of Implicit Bias for Decisions in Higher Education**
Moderators: Gary Thompson (ESCOPE Chair)
 Shirley Hyman-Parker (ESCOPE Past Past Chair)
Speaker: Paulette Granberry Russell (Michigan State University)
- 9:45-10:15 Networking Break

Agenda Brief 2.7 (2018 ESS/SAES/ARD Meeting Update)

- 10:15-12:15 Experiment Station Section Business Meeting
- 12:15-1:00 Lunch
- 1:00-2:30 Experiment Station Section Business Meeting
- 2:30 Adjourn
- 2:45 Optional Tour (Field Phenotyping Facility at the Eastern Nebraska Research & Extension Center near Mead, NE)
- 5:30 Return to Embassy Suites Hotel

National Plant Germplasm Coordinating Committee Agenda Brief (written only)

The NPGCC was established in early 2007 jointly by ESCOP, ARS, and NIFA to coordinate internal efforts to support the nation's plant germplasm network (NPGS) relative to preservation, characterization, evaluation, documentation, and distribution of germplasm in the collections. Members include an AES director from each 1862 region, three ARS NPL's, and two NIFA NPL's. Liaisons to NPGCC include four key stakeholder groups, American Seed Trade Association (Tim Cupka), Association of Official Seed Certifying Agencies (Chet Boruff), National Association of Plant Breeders (David Baltensperger, TAMU), Plant Breeding Coordinating Committee (Pat Byrne, CO State).

Information on NPGCC activities can be found at (<http://escop.info/committee/national-plat-germplasm-coordinating-committee-npgcc/>). NPGCC met on May 30 in Sturgeon Bay, WI, in conjunction with the Potato Introduction Station's Technical Advisory Committee, below are some points of interest from that meeting.

1. Four Regional Plant Introduction Stations and NRSP-6
 - Functions of the Plant Introduction Stations
 - Acquire, conserve and distribute plant genetic diversity and associated information
 - Encourage use of germplasm (user-focused)
 - Conduct research to improve genetic resource management programs
 - Evaluate and characterize germplasm to facilitate targeted research objectives
 - Pre-breeding activities to facilitate utilization
 - Accessions in 2017 increased from ~575,000 to ~585,000, with almost 280,000 genetic stocks distributed domestically and internationally, up from 245,000 in 2016.
 - Issues the NPGS are addressing include:
 - Managing and expanding the operational capacity and infrastructure to meet the increased demand for germplasm and associated information.
 - Recent and upcoming NPGS personnel retirements.
 - Developing and applying cryopreservation and/or in vitro conservation methods for clonal germplasm.
 - BMPs and procedures for managing accessions (and breeding stocks) with GE traits and the occurrence of adventitious presence.
 - Acquiring and conserving additional germplasm, especially of crop wild relatives.
 - Plant Genetic Resource Management Training Initiative
 - At least 1/3 of NPGS PGR managers could retire within 5 years.
 - Currently, no formal, comprehensive program exists for training new PGR managers.
 - Gayle Volk (ARS-Ft. Collins) and Pat Byrne (CO State) secured a USDA/NIFA grant for a workshop, held at Ft. Collins on April 24-26, 2018, to discuss design & development of a training program for PGR, to be delivered primarily through distance learning.
 - The workshop generated numerous insights on how the training might be done; another grant (Higher Education Challenge) has been submitted to extend the concepts and ideas from the first workshop.
2. ARS Procedures and Best Management Practices for Genetically-Engineered Traits in Germplasm and Breeding Lines
 - Guidelines determine how GMO materials off-patent will be distributed by NPGS
 - Protocols for handling GMO materials in genebanks and testing for adventitious presence are being implemented now throughout the NPGS
 - Currently the protocols cover alfalfa, cotton, maize, soybean, and sugar beets; canola, papaya and plum, other crops will be added as needed.
3. International Treaty on Plant Genetic Resources for Food and Agriculture
 - Senate ratified this treaty in September 2016, which gave the US a seat at the table for negotiating any changes in terms & conditions
 - The US delegate is now chair of the treaty governing body

- A new issue currently being debated is that some countries want to regulate access to the genetic sequence information of all species subject to the treaty, in addition to the germplasm itself. The US is opposed to this amendment.

4. National Plant Germplasm System Awareness Campaign

- NPGCC has jointed with ASTA, Tri-Societies, and Coalition for Sustainable Agriculture, to launch an effort to raise awareness of the NPGS among Congressional members and other federal decision-makers.
- This effort began with a round-table in DC last December involving representatives from industry organizations, professional societies, NGO's, USDA, universities, and others to discuss how best to proceed.
- The need to communicate more effectively rose as the top priority, and to add substance to this communication, real-world success stories demonstrating direct contributions of germplasm resources from the NPGS to economic, environmental, and/or social impacts were collected from LGU and ARS breeders.
- 30 success stories have been put in a form that can be used in various social media to emphasize the critical nature of the NPGS.

Agenda Brief

Strategic Realignment of Small budget Lines

Ernie Minton and Mike Harrington

Action Requested: Approval of recommendations

The Strategic Realignment committee was appointed by then Policy Board of Directors (PBD) Chair, Mark Hussey. Several additional members were added to expand representation. The Committee met during February to late June in one face to face meeting, several video conferences as well as email exchanges to develop a set of recommendations on how NIFA budget lines might be strategically consolidated to reduce the total number of lines. In developing the recommendations, the committee considered enabling legislation, funding history, whether there were indirect costs, any review processes and history of the President's Budget Requests vs appropriations. Discussions were also held with Sonny Ramaswamy, Meryl Broussard, PBD Chair Orlando McMeans, BAC Chair Craig Beyrouy, CLP Chair Greg Bohach and others.

It is worth noting that the House version of the current Farm Bill instructed NIFA to do exactly this.

Currently there are 45 lines (not mandatory); 27 of which are \$5 M or less. Many of these small lines are annually zeroed out in the President's Budget Request. Of course, this requires additional efforts to have such lines restored during the appropriations process.

By strategically realigning these and possibly other lines, the NIFA budget would be simplified, facilitating advocacy, and meeting desires of appropriations staff for simplification. An added benefit may be to "protect" small lines.

As detailed in the committee charge, the ultimate outcome must adhere to these guiding principles:

- Protect/maintain program funding including local capacity as well as competitive support for important programs and projects;
- Consolidate budget lines where it makes sense, doing no harm;
- Maintain intent (functionally equivalent) of programs, e.g., research, education, Extension, and integrated activities regardless of where the budget lines reside within the USDA/NIFA Budget;
- Expand our ability to integrate research, education and Extension functions of the nation's Land-Grant Universities in local and multistate problem solving;
- Acceptable to those directly affected and supported by the COPs, BAC and PBD; and
- Acceptable to appropriators.

Attached are the Committee charge, recommendations and a set of FAQs that should answer most questions that may arise.

This communication constitutes the first step bringing forward the recommendations to the COPs for discussion, approval and subsequent approval by the PBD.

Committee Composition

Ernie Minton K-State Chair, ESCOP BLC
Gary Thompson PSU, ESCOP Chair
Chuck Hibberd NE, ECOP Chair
Jon Boren NMSU, ECOP BLC
Mark Latimore FVSU, 1890s
Glenda Humiston UC ANR

Alan Grant VA Tech
Jack Payne UFL
Ian Maw APLU
Doug Steele AMU, APLU
Jim Richards, Cornerstone
Rick Klemme ECOP support
Mike Harrington ESCOP support

July 5, 2018

Memorandum

To: ACOF, ECOP, ESCOP, Policy Board of Directors Leadership

From: J. Ernest Minton, Chair Strategic Realignment Committee

Subject: Strategic Realignment Recommendations

The Strategic Realignment committee was appointed by then Policy Board of Directors (PBD) Chair, Mark Hussey. Additional members were added to include representation from the Administrative Heads Section. The Committee met during February to late June in one face to face meeting, several video conferences as well as email exchanges to develop a set of recommendations on how NIFA budget lines might be strategically consolidated to reduce the total number of lines. In developing the recommendations, the committee considered enabling legislation, funding history, whether there were indirect costs, any review processes and history of the President's Budget Requests vs appropriations. Discussions were also held with Sonny Ramaswamy, Meryl Broussard, PBD Chair Orlando McMeans, BAC Chair Craig Beyrouy, CLP Chair Greg Bohach and others.

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- Maintain intent (functionally equivalent) of programs, e.g., research, education, Extension, and integrated activities regardless of where the budget lines reside within the USDA/NIFA Budget;
- Expand our ability to integrate research, education and Extension functions of the nation's Land- Grant Universities in local and multistate problem solving;
- Acceptable to those directly affected and supported by the COPs, BAC and PBD; and
- Acceptable to appropriators.

Attached are the draft recommendations, Committee charge and a set of FAQs that should answer most questions that may arise.

This communication constitutes the first step in bringing forward the draft recommendations to the COPs for discussion, comment and/or approval. Initial input will be discussed at the July PBD meeting. The committee will consider feedback from these discussions, make any modifications, add

FAQs and/or provide clarifications that might be needed prior to further release to the Sections. There will be subsequent opportunity for discussions within the Sections prior to final consideration by the PBD in November.

Committee Composition

Ernie Minton K-State, Committee Chair, ESCOP BLC Chair	Glenda Humiston UC ANR	Doug Steele TAMU, APLU
Gary Thompson Penn State, ESCOP Chair	Alan Grant VA Tech	Jim Richards, Cornerstone
Chuck Hibberd NE, ECOP Chair	Jack Payne UFL	Rick Klemme ECOP support
Jon Boren NMSU, ECOP BLC	Ian Maw APLU	Mike Harrington ESCOP support
Mark Latimore FVSU, 1890s		

Draft realignment based on institution type, program area. Assumes off the top allocation processes within institution type, eg. 1890, 1994, 1862 Extension

	Appropriations Line (s)	Statutory Reference from Report	Legislative Authority from RFA	Proposed Realignment	FY 2018 Enacted Funding Level	Realigned funding level
1890 Capacity Grants and Facilities Program	See details	7 U.S.C. 2152(b), 7 U.S.C. 3222b		1890 Capacity, Facilities Programs		39,066
Extension Activities	Extension Services at 1890 Institutions	7 U.S.C. 3221	NARETPA - Section 1444	1890 Extension	45,620	45,620
Research and Education Activities	Evans-Allen Program	7 U.S.C. 3222	NARETPA - Section 1445	1890 Research	54,185	54,185
1994 Programs	See details	7 U.S.C. 301 note, 7 U.S.C. 343(b)(3)		1994 Programs		13,686
Research and Education Activities	McIntire-Stennis Cooperative Forestry Act	16 U.S.C. 582a through a-7	McIntire-Stennis Cooperative Forestry Research Act	M-S Capacity	33,961	33,961
Research and Education Activities	Hatch Act	7 U.S.C. 361a-i	Hatch Act of 1887	1862 AES Capacity	243,701	243,701
AFRI Competitive Programs	See details	See details		AFRI		441,643
Regional Centers of Excellence	See details	See details		Regional Centers of Excellence		47,000
3d Programs		See details		3d Programs		101,540
Extension Activities	Smith-Lever Act, Section 3(b) and (c) programs and Cooperative Extension	7 U.S.C. 343(b) and (c) and 208(c) of P.L. 93-471	Smith-Lever Act - Section 3 (b) and (c)	1862 Extension Capacity	300,000	300,000
Crop Protection/Tactical Science	See details	See details		Tactical Science		56,413
Vet Med Programs		7 U.S.C. 3151 a, b		Vet Med Programs		10,500

Agenda Brief 4.1 (Strategic Realignment)

Draft realignment based on institution type, program area. Assumes off the top allocation processes within institution type, eg. 1890, 1994, 1862 Extension						
NIFA Table Top Line	Appropriations Line	Statutory Reference from Report	Legislative Authority from RFA	Realignment	FY 2018 Enacted Funding Level	Realigned funding level
1890 Capacity Grants and Facilities Programs						
Research and Education Activities	Education Grants for 1890 Institutions	7 U.S.C. 2152(b)	Equity in Educational Land-Grant Status Act of 1994	1890 Grants program	19,336	39,066
Extension Activities	Facility Improvements at 1890 Institutions	7 U.S.C. 3222b	NARETPA - Section 1455 (b)	1890 Grants program	19,730	
Extension Activities - Extension Services at 1890 Institutions					1890 Extension	45,620
Research and Education Activities	Evans-Allen Program	7 U.S.C. 3222	NARETPA - Section 1444	1890 Research	54,185	54,185
1994 Programs						
Research and Education Activities	Research Grants for 1994 Institutions	7 U.S.C. 301 note	Equity in Educational Land Grant Status Act of 1994	1994s	3,801	13,686
Research and Education Activities	Payments to the 1994 Institutions	7 U.S.C. 301 note	Equity in Educational Land-Grant Status Act of 1994	1994s	3,439	
Extension Activities	Extension Services at 1994 Institutions	7 U.S.C. 343(b)(3)	Equity in Educational Land-Grant Status Act of 1994 - Section 534 (b)	1994s	6,446	
Research and Education Activities - McIntire-Stennis Cooperative Forestry Act					M-S Capacity	33,961
Research and Education Activities	McIntire-Stennis Cooperative Forestry Act	16 U.S.C. 582a through a-7	McIntire-Stennis Cooperative Forestry Research Act			
Research and Education Activities - Hatch Act					1862 AES Capacity	243,701
Research and Education Activities	Hatch Act	7 U.S.C. 361a-i	Hatch Act of 1887			
AFRI Competitive Programs						
Research and Education Activities	Continuing Animal Health and Disease Research Program	7 U.S.C. 3195	NARETPA - Section 1433	AFRI	4,000	441,643
Research and Education Activities	Supplemental and Alternative Crops	7 U.S.C. 3319d	NARETPA - Section 1473 (d)	AFRI	0,825	
Research and Education Activities	Secondary and 2-year Post-Secondary Education	7 U.S.C. 3152(j)	NARETPA - Section 1417 (b) (1)	AFRI	0,900	
Research and Education Activities	Special Research Grants - Aquaculture Research	7 U.S.C. 450(c)	Competitive, Special, and Facilities Research Grant Act	AFRI	1,350	
Research and Education Activities	Special Research Grants - Global Change/UV Monitoring	7 U.S.C. 5925	Competitive, Special, and Facilities Research Grant Act - Section 2 (c) (1) (b)	AFRI	1,405	
Research and Education Activities	Grants for Insular Areas	7 U.S.C. 3222b-2, 3362, and 3363	NARETPA - Sections 1490 and 1491	AFRI	2,000	
Research and Education Activities	Special Research Grants - Potato Research	7 U.S.C. 450(c)	Competitive, Special, and Facilities Research Grant Act - Section 2 (c) (1) (b)	AFRI	2,500	
Research and Education Activities	Alfalfa and Forage Research Program	7 U.S.C. 5925	7 U.S.C. 5925 (d) (8)	AFRI	2,250	
Research and Education Activities	Education Grants for Alaska Native and Native Hawaiian-Serving Institutions	7 U.S.C. 3156	NARETPA - Section 1419 (b)	AFRI	3,194	
Research and Education Activities	Capacity Building for Non Land-Grant Colleges of Agriculture	7 U.S.C. 3319i	NARETPA - Section 1473 (f)	AFRI	5,000	
Research and Education Activities	Multicultural Scholars, Graduate Fellowship and Institution Challenge Grants	7 U.S.C. 3152(b)	NARETPA - Section 1417	AFRI	9,000	
Research and Education Activities	Education Grants for Hispanic-Serving Institutions	7 U.S.C. 3241	NARETPA - Section 1455	AFRI	9,219	
Research and Education Activities	Agriculture and Food Research Initiative	7 U.S.C. 450(b)	Competitive, Special, and Facilities Research Grant Act - Section 2 (b)	AFRI	400,000	
Regional Centers of Excellence						47,000

Agenda Brief 4.1 (Strategic Realignment)

Research and Education Activities	Farm Business Management	7 U.S.C. 5925f	FACT Act - Section 1672 (d)	Regional Center of Excellence	2.000
Integrated Activities	Regional Rural Development Centers	7 U.S.C. 450(c)	1965 Act - Section 2 (c) (1) (b)	Regional Center of Excellence	2.000
Research and Education Activities	Sun Grant Program	7 U.S.C. 8114	2008 Farm Bill - Section 7526	Regional Center of Excellence	3.000
Research and Education Activities	Aquaculture Centers	7 U.S.C. 3322	NARETPA - Section 1475 (d)	Regional Center of Excellence	5.000
Research and Education Activities	Sustainable Agriculture Research and Education	7 U.S.C. 5811, 5812, 5831, and 5832	FACT Act - Section 1621, 1622, 1628, 1629	Regional Center of Excellence	35.000
3d Programs 101.540 169.474					
Extension Activities	Smith-Lever Act, Section 3(d) - Agriculture in the K-12 Classroom	7 U.S.C. 3152(j)	NARETPA - Section 1417 (b) (1)	Smith Lever 3(d)	0.552
Extension Activities	Smith-Lever Act, Section 3(d) - New Technologies for Agricultural Extension	7 U.S.C. 343(d)	Smith-Lever Act - Section 3 (d)	Smith Lever 3(d)	1.550
Extension Activities	Rural Health and Safety Education Programs	7 U.S.C. 2662(i)	Rural Development Act of 1972 - Section 502 (i)	Smith Lever 3(d)	3.000
Extension Activities	Renewable Resources Extension Act	16 U.S.C. 1671 et seq.	Renewable Resources Extension Act	Smith Lever 3(d)	4.060
Extension Activities	Smith-Lever Act, Section 3(d) - Farm Safety and Youth Farm Safety Education Programs	7 U.S.C. 343(d)	FACT Act - Section 2390	Smith Lever 3(d)	4.610
Extension Activities	Smith-Lever Act, Section 3(d) - Children, youth, and Families At Risk	7 U.S.C. 343(d)	Smith-Lever Act - Section 3 (d)	Smith Lever 3(d)	8.395
Extension Activities	Smith-Lever Act, Section 3(d) - Food and Nutrition Education	7 U.S.C. 343(d)	NARETPA - Section 1425	Smith Lever 3(d)	67.934
Extension Activities	Women and Minorities in Science, Technology, Engineering and Mathematics (STEM) Fields	7 U.S.C. 3152(j)	NARETPA - Section 1417 (b) (1)	Smith Lever 3(d)	0.400
Extension Activities	Food Safety Outreach Program	7 U.S.C. 7625	Food and Drug Cosmetic Act - Section 1011 (d)	Smith Lever 3(d)	7.000
Extension Activities	Food and Ag Service Learning	7 U.S.C. 7633	Section 413 of the AREERA of 1998	Smith Lever 3(d)	1.000
Extension Activities	Smith-Lever Act, Section 3(d) - Federal Recognized Tribes Extension Program	7 U.S.C. 343(d)	Smith-Lever Act - Section 3 (d)	Smith Lever 3(d)	3.039 1994s to be eligible
Extension Activities	Smith-Lever Act, Section 3(b) and (c) programs and Cooperative Extension	7 U.S.C. 343(b) and (c) and 208(c) of P.L.93-471	Smith-Lever Act - Section 3 (b) and (c)	1862 Extension Capacity	300.000
Crop Protection/Tactical Science 56.413					
Extension Activities	Food Animal Residue Avoidance Database Program	7 U.S.C. 7642	AREERA - Section 7642	Crop Protection/Tactical Science	2.500
Integrated Activities	Methyl Bromide Transition Program	7 U.S.C. 7626	AREERA - Section 406	Crop Protection/Tactical Science	2.000
Integrated Activities	Organic Transition Program	7 U.S.C. 7626	AREERA - Section 406	Crop Protection/Tactical Science	5.000
Extension Activities	Food Safety Outreach Program	7 U.S.C. 7625	Food and Drug Cosmetic Act - Section 1011 (d)	Crop Protection/Tactical Science	7.000
Integrated Activities	Food and Agriculture Defense Initiative	7 U.S.C. 3351	NARETPA - Section 1484	Crop Protection/Tactical Science	8.000
Research and Education Activities	Minor Crop Pest Management	7 U.S.C. 450(c)	Competitive, Special, and Facilities Research Grant Act	Crop Protection/Tactical Science	11.913
Integrated Activities	Crop Protection/Pest Management Program	7 U.S.C. 7626	AREERA - Section 406	Crop Protection/Tactical Science	20.000
Vet Med Programs 10.500					
Research and Education Activities	Veterinary Services Grant Program	7 U.S.C. 3151b	NARETPA - Section 1415 (b)	Vet Med	2.500
Research and Education Activities	Veterinary Medicine Loan Repayment	7 U.S.C. 3151a	NARETPA - Section 1415 (a)	Vet Med	8.000



MEMORANDUM

TO: William F. Brown
Glenda Humiston
Charles A. Hibberd
Mark Latimore, Jr.
Douglas L. Steele
Gary A. Thompson

FROM: Mark A. Hussey
Chair, Board on Agriculture Assembly

DATE: February 14, 2018

RE: Plan for the Strategic Realignment of NIFA Budget Lines

For the 40 years that I have been affiliated with the Land-Grant University System, I have always believed that innovation and forward thinking are the keys to the future of agriculture. Innovation is not something that can only be applied to the latest irrigation technology or plant genetics or livestock breeding programs. Innovation and forward thinking must be applied at all levels of our system for us to remain competitive.

Last year, we made a push to support more innovation with the One Ask campaign, requesting an increase of \$200 million across six budget lines. In a tough budget year, we were fortunate not to see any cuts; however, we did not get the additional funds needed to continue to support innovation in American agriculture as expected by stakeholders.

The fact is, the LGU system is losing funds in every budget cycle as inflation rises and budgets remain flat. Over the 20-year period ending 2013, Smith-Lever funds declined 43%; and Hatch funds declined 28% in constant dollars.

There are currently 45 different lines in the NIFA budget. Each one funds critical and important work and thus requires varying degrees of attention from our advocacy teams. Twenty-seven of those lines support programs receive \$5 million or less. As a system, we can no longer effectively advocate for so many small lines.

By consolidating budget lines, our advocacy efforts will be more effective in helping to secure needed resources, which will maintain program funding and functional integrity allowing our institutions to continue critically important work. With fewer budget lines, we can more effectively advocate for budget increases because we can garner widespread stakeholder support for these

requests. We will be able to focus available resources into simple, effective messages that convey the importance of our collective work to improve agriculture in America.

If we continue to silo ourselves and independently advocate for individual lines, we will continue to suffer from a lack of collective bargaining power. Together we are stronger, and when the support system of research, extension and education behind agriculture is strong, so are the youth, families, communities, and economies that depend on agriculture.

It is with this vision in mind that I, on behalf of the APLU Board on Agricultural Assembly (BAA), am creating a Task Force to create and implement a plan for strategic realignment of NIFA budget lines for incorporation into the Fiscal Year 2019 budget process. The ultimate outcome of that plan should be a reduced number of lines, strategically organized, that maintain program funding and functional integrity. This realignment must have widespread support from within the LGU family, with stakeholders and with NIFA leadership. As such, I ask that you follow [Kotter's Model of Change](#) (also see attached). The plan must include clear milestones and outline how plans and progress is communicated. Specifically, the ultimate outcome must adhere to these guiding principles:

- Protect/maintain program funding including local capacity as well as competitive support for important programs and projects;
- Consolidate budget lines where it makes sense, doing no harm;
- Maintain intent (functionally equivalent) of programs, e.g., research, education, Extension, and integrated activities regardless of where the budget lines reside within the USDA/NIFA Budget;
- Expand our ability to integrate research, education and Extension functions of the nation's Land- Grant Universities in local and multistate problem solving;
- Acceptable to those directly affected and supported by the COPs, BAC and PBD; and
- Acceptable to appropriators.

I am asking you to participate in this critical work because you represent some of our finest strategic thinkers, have key experience with the budget process, and can mobilize time and energy to put to the task. I am also asking that Mike Harrington and Rick Klemme provide staff support for your efforts.

I know that change is difficult. However, we cannot stay the same and expect to lead the innovation that American youth, families, communities, and the agricultural economy requires. I believe that now, more than ever, we as a family are up to the task of taking necessary steps to create a strong collective future.

Why Now?

The need to simplify the budget process has been an issue for at least 20 years. The LGU leadership has recognized that there are too many lines with high transaction costs. We are fortunate to have Dr. Sonny Ramaswamy as the NIFA Director. Dr. Ramaswamy understands the LGU system as well as anyone owing to his long experience. Sonny also is familiar with the USDA budgeting processes and those of the Office of Management and Budget. However, his appointment will terminate in the next few months. Your recommendations will be the basis of the BAA budget requests and ideally, will

be incorporated in to NIFA's budget requests as well. The next Farm Bill will be finalized over the next year or so and may provide opportunities to simplify the budget legislation.

I would ask that you complete your recommendations by the Joint COPs meeting this summer.

cc: Eddie G. Gouge
H. Michael Harrington
Richard M. Klemme
Ian L. Maw
Orlando F. McMeans
Jim Richards

Change Management – The Kotter Model

<https://www.managementstudyguide.com/kotters-8-step-model-of-change.htm>

Step 1. Increase Urgency

- Be clear about the problem



- Make a business case for the problem
- Describe the desirable end state
- Talk about how we're going to get to that end state

Step 2. Build Guiding Coalition

- Sufficient position power
- Enough expertise
- High degree of credibility
- Proven leadership
- Can provide executive-level support
- Can garner resources
- Have influence
- Can motivate and inspire
- Are respected
- Can make difficult and unpopular decisions if necessary

Step 3. Develop the Vision

- Based on analysis of data; quantitative and qualitative
- Challenging but achievable
- Focused and compelling
- Include strategy for how to get there
- Create and appealing end state/objectives/outcomes

Step 4. Communicate for Buy-in

- Create a compelling story about why this is urgently needed that puts us in the role of underdog (no one likes an "overdog"—suggests we have something to LOSE) and emphasizes a team approach to solving the problem.
- Ask "what do I want the listener to do"—start with the objective and create the story back to front.

- May have to do several of these for different audiences, iteratively throughout the process

Step 5. Empower Action

- Ensure that the organizational processes and structure are in place and aligned with the overall organizational vision.
- Continuously check for barriers or people who are resisting change. Implement proactive actions to remove the obstacles involved in the process of change.
- Reward people for endorsing change and supporting in the process.

Step 6. Celebrate Milestones

- Create a plan with milestones (at least every 2 months)
- Celebrate small successes

Step 7 Consolidating Gains

- Achieve continuous improvement by analysing the success stories individually and improving from those individual experiences.

Step 8 Anchoring Change in the Corporate Culture

- Discuss the successful stories related to change initiatives on every given opportunity.
- Ensure that the change becomes an integral part in your organizational culture and is visible in every organizational aspect.
 - Ensure that the support of the existing company leaders as well as the new leaders continue to extend their support towards the change.

Strategic Realignment FAQs

July 3, 2018

Ver 1.3

Q: How/where did this effort originate?

A: There are currently 45 different lines in the NIFA budget. Each one funds critical and important work and thus requires varying degrees of attention from our advocacy teams. Twenty-seven of those lines support programs receive \$5 million or less.

Then Chair of the BAA Budget and Advocacy Committee, Orlando McMeans, charged the ESCOP and ECOP Budget and Legislative Committee with developing recommendations on how the several lines might be strategically realigned to simplify the NIFA budget. This was to have been done by mid-January; however, this time frame was too short.

Subsequently, Policy Board Chair Mark Hussey appointed a special committee to undertake this effort with these caveats:

- Protect/maintain program funding including local capacity as well as competitive support for important programs and projects;
- Consolidate budget lines where it makes sense, doing no harm;
- Maintain intent (functionally equivalent) of programs, e.g., research, education, Extension, and integrated activities regardless of where the budget lines reside within the USDA/NIFA Budget;
- Expand our ability to integrate research, education and Extension functions of the nation's Land- Grant Universities in local and multistate problem solving;
- Acceptable to those directly affected and supported by the COPs, BAC and PBD; and
- Acceptable to appropriators.

Q: Why take these steps now?

A: Congressional staff has been requesting simplification of the NIFA budget for decades including a specific in the draft House version of the Farm Bill for NIFA to make such recommendations. The BAA and it BAC has endeavored to support the NIFA budget by simplifying “the ask” to six lines then to the One Ask concept

By consolidating budget lines, our advocacy efforts will be more effective in helping to secure needed resources, maintaining program funding and functional integrity allowing our institutions to continue critically important work. With fewer budget lines, we can more effectively advocate for budget increases because we can garner widespread stakeholder support.

Q: How will program integrity be maintained?

A: Faculty and those who care about specific lines will make the need for the programs know through the current stakeholder input processes that NIFA employs.

Q: Why were all of the academic programs moved under AFRI?

A: All of these program were located under the Research and Education section of the NIFA budget. Some of these program have specific limitations of eligibility but all distribute funding by competitive processes.

Q: How capacity be defined?

A: Capacity is defined as both the intellectual and staff capability and fiscal facilities of the system to address pressing problems, provide solutions, and education to stakeholders

Q: What is the status of the capacity funded programs in the proposal?

A: These programs are maintained as separate lines and will be distributed as they currently are.

Q: How will competitive programs be defined?

A: Competitive programs are solicited through an open RFA process and reviewed by panels that select the best proposals.

Q: How will AFRI programs be administered?

A: The AFRI program would be open to any institution and not limited to Land Grant Universities. This is to say the NIFA program would accept applications from a broad array of universities and other institutions similar to the NRI, NSF or NIH programs. It is anticipated that those institution that have been receiving funding from programs moved into AFRI would continue to compete effectively.

Q: How the new alignment be more efficient administratively? Will it lead to a reduction of bureaucracy?

A: Consolidation will, in and of itself, lead to more effective advocacy, increased funding, better stakeholder service and better organization.

Q: How will the internal functions/roles of NIFA that support the land-grant programs change?

A: It is anticipated that there will be more regular stakeholder input sessions that will drive the program portfolio. It is expected that National Program Leaders for specific areas would be heavily involved.

Q: What is the status of “Hill” discussions? Is there support for this concept?

A: There have been very preliminary discussions with key staffers and members but no details have been discussed. The House version of the Farm Bill requires NIFA to make such recommendations.

Q: How do we reconcile the maintenance of capacity funds in the proposal with recent attempts to move these funds to a competitive model?

A: Capacity funds are a high priority for most if not all universities as they provide critical basal support. The System has made this abundantly clear in recent years. The attempts to remove capacity funds by the administration have been soundly rejected by the Congress. Capacity funds would be specifically mentioned in legislation reaffirming their importance.

Q: What legislative authority or changes are needed to implement the proposal?

A: The legislative consultants have reviewed all of the associated legislation and have determined that no changes in the underlying legislative authorities are required. Rather, the effort can be achieved via the annual appropriations process and in working with NIFA on continuation of programmatic integrity.

Q: Would a system wide vote be required? Do we need a vote or can sections approve?

A: No, the Policy Board of Directors charged the Committee with developing recommendations on line consolidation. The proposed consolidation must be acceptable to those directly affected and supported by the COPs, BAC, CLP, and PBD and acceptable to appropriators. PBD would forward the final recommendations to USDA, NIFA and Congress.

Q: Where are commodity groups?

A: Those groups who might be affected by these changes will be contacted to address concerns and provide assurance that “*their*” programs will be maintained; however, they will need to make sure that their needs are heard during NIFA listening sessions.

Q: Where are faculty who have been funded by these lines?

A: The committee has the funding history for each line in the NIFA budget. These data provide information of who might be affected by these changes, how the program was

administered, any IDC costs, etc. Those who might be affected by these changes will be contacted to address concerns and provide assurance that “*their*” programs will be maintained; however, they will need to make sure that their needs are heard during NIFA listening sessions.

Q: What is the compelling and overarching reason to undertake this budget realignment effort?

A: The need to simplify the budget is compelling and should, in fact, drive the realignment allowing more effective advocacy for our programs.