



**North Central Regional Association of State Agricultural
Experiment Station Directors**

208th Meeting
Courtyard by Marriott, San Antonio Riverwalk
San Antonio, TX
April 3-5, 2017

Final Agenda and [Meeting Minutes](#)

Date/Time	Agenda Item	Topic	Presenter
Monday, April 3			
2:00-5:00 pm	Multistate Research Committee (MRC) Meeting (for MRC members only, although others are welcome to attend if interested). <ul style="list-style-type: none"> • New/renewal multistate proposals • Midterm reviews • NC7 five-year budget and business plan • NC Multistate Research Award Nominee • NRSP report/NRSP1 renewal proposal • 2018 Call for Nominations 		Neal Merchen, MRC Chair 2017
5:30 pm	<i>Dinner on your own; perhaps meet in "The Bistro" for drinks and to make dinner plans (optional)</i>		
Tuesday, April 4			
7:00 am	<i>Breakfast provided in meeting room</i>		
8:00 am	1.0	Call to Order and Introductions	Archie Clutter, 2017 NCRA Chair
	2.0	Approval of September 2016 Minutes: (http://ncra.info/docs/Historical/Minutes/Sept2016.pdf)	
	3.0	Adoption of the Agenda	
	4.0	Interim Actions of the Chair 4.1 NCRA Nomination for ESS Leadership Award 4.2 NCRA FY2018 Office Budget 4.3 ESCOP Budget and Legislative Chair 4.4 FY2018 ESS Chair-elect Discussion	Archie Clutter
8:15 am	5.0	NCRA Office Update 5.1 Activities and Accomplishments 5.2 NIMSS Update 5.3 NC Admin Boot Camp 5.4 ESCOP Website	Jeff Jacobsen, Chris Hamilton Ernie Minton

9:00 am	6.0	1994s Discussion Topic	John Phillips, Gary Halvorson
10:00 am	<i>Break</i>		
10:30 am	7.0	NCRCRD Update	Mark Skidmore, NCRCRD Director
10:45 am	8.0	State Highlights (leadership, programs, budget)	All
12:00 pm	<i>Lunch provided</i>		
1:00 pm	9.0	Cornerstone Report (30 min)	Hunt Shipman, via Zoom
1:30 pm	10.0	CLP Update	Greg Bohach, via Zoom
1:45 pm	11.0	Regional Specialty Crop/Dairy Facilities Discussion: Online Spreadsheet Link http://bit.ly/2j8Btex	Doug Buhler, Dave Benfield, All
2:30 pm	<i>Break, as needed</i>		
2:45 pm	12.0	Regional Specialty Crop/Dairy Facilities Discussion (cont.)	All
3:30 pm	13.0	ARS Update	John McMurtry (SPA)
4:00 pm	14.0	NIFA Update	Parag Chitnis
4:30 pm	15.0	Executive Session	NCRA Directors Only
<i>Dinner on your own</i>			
Wednesday, April 5			
7:00 am	<i>Breakfast provided in meeting room</i>		
8:00 am	16.0	NIFA Tactical Sciences	Doug Buhler, Karen Plaut, Jeff Jacobsen
8:20 am	17.0	FFAR Update	Doug Buhler
8:45 am	18.0	Nominations Committee Report	Ernie Minton, Nominations Committee Chair
9:00 am	19.0	MRC Report and Recommendations 19.1 New/renewal multistate proposals 19.2 Midterm reviews 19.3 NC7 five-year budget and business plan 19.4 NC Multistate Research Award Nominee 19.5 NRSP report /NRSP1 renewal proposal 19.6 2018 Call for Nominations	Neal Merchen Doug Buhler, Jeff Jacobsen, Chris Hamilton
9:45 am	20.0	NCAC Review Report	Jeff Jacobsen, Chris Hamilton
10:15 am	<i>Break, as needed</i>		
10:30 am	21.0	Other business <ul style="list-style-type: none"> • NCRA Spring Meeting 2018 location ideas (St. Louis, with possible Danforth and/or Monsanto tours?) • ESCOP Standing Committees (brief updates from written reports) <ul style="list-style-type: none"> ○ Budget & Legislative ○ Science & Technology ○ Communications & Marketing ○ Diversity Catalyst Committee 	Archie Clutter Chris Hamilton Karen Plaut, Ernie Minton (B&L); Deb Hamernik, Joe Colletti, Jeff Jacobsen, Chris Hamilton (S&T); Daniel Scholl (CMC); Karen Plaut (DCC)

11:15 am	22.0	Future Meetings: http://ncra.info/Organization_UpcomingMeetings.php <ul style="list-style-type: none"> • NC Admin Boot Camp for New Admins, June 20-22, 2017, Crowne Plaza Aire, Bloomington, MN • Joint COPs Session, July 17-19, 2017 at Delta Lodge at Kananaskis, Kananaskis Village, Calgary, Canada • NC Joint CARET/AHS Summer Session, July 23-25, 2017 at FourPoints by Sheraton, 1600 Cumberland Avenue, West Lafayette, IN • Fall ESS/AES/ARD Meeting and Workshop, Sept 25-28, 2017 at the Hyatt at the Bellevue, Philadelphia, PA • APLU Annual Meeting, Nov 11-13, 2017, Washington Marriot, Wardman Park, Washington, DC 	
11:30 am	<i>NCRA Business Meeting Adjourns, Lunch Provided</i>		

Online Resources:

1994s Discussion: <https://nifa.usda.gov/resource/1994-and-1862-land-grant-cooperation-progress-report>

**NCRA Business Meeting Minutes
April 4-5, 2017**

Attendees: Archie Clutter (NE), NCRA Chair 2017; Deb Hamernik (NE), John McMurtry (ARS SPA); John Floros (KS); Ernie Minton (KS); Daniel Scholl (SD); Dave Benfield (OH); Mark Skidmore (NCRCD); Gary Halvorson (Sitting Bull College); John Philips (FALCON); Parag Chitnis (NIFA); Bill Barker (WI); Doug Buhler (MI); Neal Merchen (IL); Joe Colletti (IA); Greg Cuomo (MN); Karen Plaut (IN); George Smith (MI); Hector Santiago (NE); Bill Gibbons (SD); Jeff Jacobsen (NCRA); Chris Hamilton (NCRA, recorder)

Agenda Item	Notes	Action Taken
2.0	Approval of September 2016 Minutes	September 2016 Minutes approved
3.0	Amendments to agenda were requested: Move nominations committee report to 4/4; add about 10 minutes for Karen Plaut to discuss the summer Mini LGU meeting to be held at Purdue.	Agenda approved as amended.
4.1	Nomination of Ernie Minton for 2017 ESS leadership award.	Ernie Minton was approved as our NC winner for the 2017 ESS Leadership Award.

4.2	NCRA office budget discussion. Further discussion and approval will take place during NCRA Executive session later in the day.	None at this time.
4.4	ESS FY2018 Chair-elect discussion. We need a selection process for this role. Perhaps have a small nominations committee, including Steve Slack (previous NC ESCOP chair) if he is willing, convene to decide among volunteers. Doug Buhler and Joe Colletti volunteered to serve on the nomination committee with Steve Slack.	Jeff contacted Steve Slack, who agreed on 4/4/2017 to serve with Joe and Doug on this selection committee.
5.1	NC Aquaculture Center rep from NCRA AES directors' discussion ensured. Jeff Jacobsen was nominated and approved to stay on as the rep for NCRA. Jeff and Chris summarized their past year activities and accomplishments. Jeff gave a brief NCRA plan update. Archie suggested we allow about 30 min on the summer/fall agenda to allow more time for Plan discussion.	Jeff Jacobsen was nominated and approved to stay on as the rep for NCRA to the NCRA Aquaculture Center. Add 30 minutes to summer or fall NCRA business meeting to discuss the NCRA plan.
5.3	NCR Boot Camp discussion. Members would like to see the Boot Camp outline. Boot Camp Outline here . This boot camp was designed to compliment/supplement LEAD21. There is still time to nominate participants; please do so as soon as possible.	Please contact Jeff and Robin as soon as possible with any further nominations to attend the boot camp.
6.0	1994/1862 Collaboration Discussion: https://nifa.usda.gov/resource/1994-and-1862-land-grant-cooperation-progress-report , John Philips' FALCON presentation slides , and the 1994 LGU directory . Discussion ensued on building teaching capacity for 1994s by partnering with 1862s. Possible funding agencies for joint projects, beyond NIFA and NSF, for collaborative projects could include USFS, Bureau of Indian Affairs, NCRCRD small grants program. Gary Halvorson discussed program developments in environmental science at Sitting Bull College and the need for collaboration with 1862s to advance research capacity, since research programs do not really exist at the tribal colleges. Most positions are teaching only, so it can be hard to find 1994 faculty to conduct research, while also keeping up with teaching requirements. Developing and maintaining on-going relationships is key; spend time with the 1994s, have a meal with everyone from time to time – this goes a long way. It is critical to communicate with the 1994s to see what they need and what would be mutually beneficial. All 1994s are different, so contact John Philips at FALCON for information on better engaging with tribal colleges. FALCON has a directory and can work as an	John Philips will make the 1994 directory available to the NCRA (done), then interested groups can schedule Zoom/Skype communications. In the Executive Session this topic was discussed and Jeff will be given some direction to grow this effort through another round of state visits connecting with faculty and programs that might be interested in 1994 collaborations. This will be updated as time moves forward.

	intermediary to find and connect with appropriate faculty across colleges for projects.	
7.0	<p>NCRCRD Update</p> <p>NCRCRD Revised Themes</p> <p>Mark Skidmore's NCRCRD Presentation</p> <p>Behavioral health info graphic: http://www.healthbench.info/mh-literacy-survey.html</p>	Please connect with Mark Skidmore if faculty at your institution would like to participate in the peer network for entrepreneurs involved with the commercialization process.
8.0	<p>State Highlights</p> <p>IL: FY2017, currently without a budget, but spending continues to go on. Higher Ed spending not mandatory, so UIUC is operating at a deficit. UIUC has a new Chancellor, Robert Jones. Provost search to begin soon. New ACES Dean, Kim Kidwell, started in November. Department head turnovers. Neal Merchen announced his retirement this year and thanked everyone for the collegial atmosphere and quality interactions within the NCRA.</p> <p>IN/Purdue: Opened Indiana Corn and Soybean Innovation Center this year. New endowed chair position from DuPont/Pioneer announced. NEPPN (plant phenotyping network) started. Several new department heads hired. Animal Science building will be completed this fall; sponsored by several industry partners. New Ag and Biological Engineering building approval is in the state legislature right now. State budget looks good and revenue is up. Major renovations occurring on campus.</p> <p>IA: ISU President is departing, VP for Extension and Outreach left for OSU and John Lawrence serving as interim. New Assistant Dean for Research just joined. New teaching facilities/buildings being added. 4.5% cut for ISU in FY2018, not sure at this time how this will affect the AES. Approved for differential tuition increases for 23 out of 25 majors. Several ag programs were selected to have program fees added. Involved in many ways with Big Data efforts with NIFA. Plant and animal phenomics efforts ramping up.</p> <p>KS: Marty Draper has been serving as the new Plant Pathology department head for about one year now. Active search underway for the animal science head. Kris Boone, Communications and Education department head, left to go to OSU. New sorghum checkoff research and marketing program has started with a new director. The wheat genetics is IECRC renewing this year. Search</p>	For information only.

is underway for a new Associate Director for Extension. Budget wise, Kansas has been operating on a consecutive 10-year cut, but has been able to retain faculty well, through cuts to staff and others.

MI: Nuclear physics facility opening (FRIB) and the AgBioResearch is working to find ways to be involved. One-pagers (in the form of a pocket size overview) were developed several times a year; Doug recommends other stations try this, as they are easy to prepare and hand out as needed. Leadership responsibility changes took place for Doug Buhler and George Smith. MI is in the middle of the state budget process right now, looking at a possible 1.9 to 2.5% increase to base. Hiring many new people, but space is becoming an issue now. MSU's Global Impact Initiative has 25% of positions that integrate with AgBioResearch programs. A new interdisciplinary research facility approved and will be built to help house these new hires.

MN: Started several leadership development programs, gave the opportunity to better connect with faculty over budget, programs, etc. These were very well-received. Diversity initiatives started, as well. Structural deficit in budget over the past few years, have been able to deal with that through retirements, but it has been hard to fund Outreach centers.

NE: New Chancellor started about 9 months ago and several other changes under this role have occurred. Some new department head hires are forthcoming, as well. Hired over 100 new faculty over the past few years, which has led to leadership and team development opportunities. New NE Food for Health Center created with links to basic plant genomics to medical center/clinical facilities. A beef systems initiative was also started. Budget: some challenges, caused by commodity prices. Preparing for a cut in the final year of the biennium (2.3% to the system) with a hiring reduction and strategic cuts.

ND: (Presented by Jeff Jacobsen for Ken Grafton) Budget issues due to commodity prices and from oil price decline and NDSU is under a hiring freeze now to manage this. Expecting low teens % base cuts in the upcoming biennium, on top of a ~6% cut in the second year of the current biennium.

OH: Hired a new dean College of Food, Agricultural, and Environmental Sciences, Cathann Kress from IA. Some interim positions to be filled after she starts. 19 new faculty positions hired in the College through the Discovery Theme program (paid for by sold-off parking

	<p>facilities), these need to be collaborative/interdisciplinary. Salaries shared between college and the program. Approval for 20 more. Decentralized budgets in the college, but centralized administration, so lines are blended, which results in benefits and challenges. The OSU “one campus” effort is resulting in new facilities shared across disciplines and campuses. A recent deal with energy company sells utilities to a private company. Interesting model, but these programs have brought money into OSU. Private/public swine partnership fell apart due to legal issues. Level budget this year; striving for a 3-5% increase next year. Created a new soybean center this year.</p> <p>SD: New leadership at the University level, 5% reallocation across campus. AES received funds for one new FTE for soil science. Some new facilities: cow/calf education and swine education facilities, new greenhouse and plant science facilities coming online, and \$50M for animal disease research and veterinary diagnostic facility. Support provided for agronomy facilities and animal microbiome programs.</p> <p>WI: Budget increase unlikely due to a variety of state issues. Proposal to allow students to opt-out of segregated fees. Campus leadership remains stable. Bill Barker replaced Rick Lindroth in CALS administration as Associate Dean. Improvements to dairy facilities occurring. Hiring 6 faculty this year. Extension is undergoing extensive re-organization.</p>	
9.0	<p>Cornerstone Update (via Zoom): Hunt Shipman reported on the status of cabinet confirmations. Currently, we are not as far along with this process, as compared to previous administrations. Secretary of Agriculture nominee Sonny Perdue passed the Senate Ag Committee, so the vote now goes to the full Senate. Since he has not yet been fully approved, he has not been able to participate in budget discussions. SCOTUS nominee is the priority right now.</p> <p>FY17 budget: Still under a continuing resolution (CR) that ends on 4/28. Budget committee is working to pass an omnibus to avoid a shutdown or another CR. Possible AFRI and Crop Protection increases, but we have not seen any firm numbers yet. The Single Ask approach for BAA will hopefully be well-received, but the outcome is still unknown.</p> <p>FY18 budget: President’s budget outline was submitted. It includes a \$54B increases to defense, which results in a decrease to non-defense discretionary spending. It is</p>	For information only.

	<p>unclear where these cuts will be at this time. Discussion on the 'skinny' budget document recognizing that the line-by-line budget is to come out in May that will provide the necessary detail.</p> <p>The Farm Bill process is underway and on-time, expected to be completed in time for spring 2018.</p> <p>Infrastructure bill progress: May be part of the Farm Bill or a separate bill.</p> <p>Proposed indirect cost structure changes: Again, unknown until we see the specifics of the President's budget in May.</p>	
10.0	<p>CLP Update: Greg Bohach introduced himself as chair of BAA Committee of Legislation and Policy (CLP). Greg discussed with Hunt the infrastructure bill further, mentioning the possibility of public and private partnerships as a funding option.</p> <p>Greg also discussed the status of Farm Bill process with CLP. They are collecting feedback on the best way to introduce existing and new programs. On March 16, APLU/BAA (Jay Ackridge), N-CFAR Board member and Danforth Center (rep), and others presented on ag programs to the House, describing who we all are and what we do. Greg also mentioned indirect cost concerns and possible NIFA restructuring.</p>	For information only.
11.0/12.0	<p>11.0 Dairy: Dave Benfield gave a slide presentation on OSU's dairy program and the challenges they face. Group discussion ensued around regionalization of research facilities.</p> <p>12.0 Spec Crops: Doug Buhler gave a slide presentation on MSU's specialty crop programs.</p> <p>Possible next steps: Create a facilities/crops inventory, update existing Battelle information? Seek external funds to support this effort if searchable database development is needed.</p>	Information and group discussion. ACTION for NCRA Directors: Please provide Jeff/Chris information on what the group might like to see in a more detailed specialty crop and dairy database/spreadsheet or provide other examples for future consideration and development.
13.0	<p>ARS Update: On a hiring freeze, but they can hire seasonal help and there has been waivers for forest fire fighters (other agency). A special exception was also made for hiring a veterinary medicine officer, as well. Unsure on the state of federal budget at this time.</p> <p>Leadership changes: Bob Matteri of MWA reassigned to the Pacific Area. JL Willet taking over as Acting Director for MWA. John McMurtry listed several vacancies and position changes within ARS across the region.</p>	For information only.
14.0	<p>NIFA Update: Parag Chitnis listed recent NPL and director hires that took place before the hiring freeze.</p>	For information only.

	<p>He also discussed FY2016 AFRI program and proposals that were funded. FY2017 budget included AFRI increases in Clean Energy, Sustainable Ag Systems, and others. FY2017 budget scenarios include the usual process, a CR, or reductions to pass. Several AFRI 2017 RFAs have been posted; the rest will be posted soon. Many interagency activities exist; please take advantage of these when possible.</p> <p>FY2018 budget unknown, other than AFRI will be supported at \$350 M.</p> <p>Parag discussed NIFA's role and directions in Big Data/data management and its issues. Robust data systems are needed to allow for systems research/solutions; open data and training is critical to develop farmer-level solutions, likely the focus going forward.</p> <p>Other competitive funding sources not fully being used: CARE (Critical Ag Research and Extension) and graduate fellowships are not fully being used.</p> <p>SCRI: Specialty crops - \$55 M of mandatory funding; citrus disease research initiative, \$25M mandatory funding to target greening; RFA coming soon. Two stage review process includes relevancy review by agroindustry and peer merit review.</p> <p>TEconomy Capacity funding study has been published. Discussion ensued on this topic and the report and how best to use it.</p>	
NA	<p>Archie Clutter presented Ernie Minton and Deb Hamernik with plaques to thank them for their service as past MRC and NCRA Chairs.</p>	For information only.
18.0	<p>Nominations report: New MRC member will be Hector Santiago from UNL, who will serve starting this fall, for FY18 to 21, then onto serve as NCRA Chair-elect in FY22. Since Neal Merchen is retiring later this year, Joe Colletti volunteered to serve as NCRA Chair for a two year term (FY18 and FY19) and Greg Cuomo agreed to serve as MRC chair and Chair-elect simultaneously for two years (FY18 and FY19). Ernie Minton agreed to serve another two years as nominating committee chair (FY18 and FY19). See updated officers list here: http://ncra.info/Directorries_NCRAOfficers.php</p>	<p>Approved: Hector Santiago for MRC, FY18-22; Joe Colletti to serve as NCRA Chair for FY18 and FY19; Greg Cuomo will be the MRC Chair and NCRA Chair-elect, simultaneously, for FY18 and FY19.</p>
16.0	<p>NIFA Tactical Sciences: Invite-only, NIFA visioning session held in DC on tactical science programs. Members of both research and Extension attended. Many ideas generated, good interactions between industry, government, and universities occurred. NIFA is working to engage with stakeholders on this topic. The presenters agreed that this is an important issue,</p>	<p>Parag Chitnis will send informational materials from the session to Jeff for distribution to the NCRA directors.</p>

	<p>but the action items and next steps from the meeting were not clear. NIFA has made initial contact with NASDA to assist in connecting with other stakeholders in the future. Additional conversations and synthesis needed to move forward. Further challenges on this topic were discussed by the group. More information on this effort and the session was requested by the group. Parag Chitnis indicated he will send out related materials to Jeff for forwarding on to the NCRA directors.</p>	
17.0	<p>FFAR (Foundation for Food and Ag Research) Update: Doug presented background information on the Foundation and the challenges it faces. Focus areas on website at http://foundationfar.org/. Chair is Dan Glickman and a COO was hired recently. The required 1:1 match and associated restrictions can be challenging to funded institutions, which may be preventing innovators from applying. The NCRA discussed the value of having AES directors contact the board, specifically Sally Rockey and Julie Reynes, with concerns on the interpretation of legislation and its matching requirement.</p>	<p>The NCRA will draft a group letter to the FFAR board members to address issues with how the match requirement is currently interpreted.</p>
19.0	<p>MRC Report 19.1 and 19.2: The MRC submitted its recommendations for new/renewal NC multistate projects and midterm reviews. Special note was made for NC_temp1206, the AMR project, that more evidence of collaborations was needed in the proposal prior to approval. 19.3 Approval of NC_temp7 OTT budget and business plan for FY18-22 (\$522,980) needed. NCRA directors requested NC7 members give a future presentation to NCRA, showcasing research and entrepreneurial efforts. Jeff and Chris will arrange this, perhaps for the summer NCRA meeting. 19.4: NC1186's nomination for the national Excellence in Multistate Research Award. 19.5: The NRSP1 renewal proposal was presented as submitted on 12/21/2016. The MRC had no issues with the submitted, original proposal and budget. Since then, WAAESD has submitted a request to increase WAAESD support to \$14,000, covering Sarah Lupis' salary as the supervisor for national impact writer, Sara Delheimer. The NCRA opposes this increase, given that all regional associations have a national support responsibility. The NCRA is concerned that this would set a precedent for regional offices to invoice for national activities and responsibilities (e.g. NIMSS, ESCOP website and standing committees, etc). The</p>	<p>19.1-19.2: MRC recommendations for new/renewal projects and midterm reviews were approved. 19.3: NC_temp7 (NC7) 2018-2022 OTT AES funding approved at the requested \$522,980 per year. Jeff and Chris will work with NC7 to have them present their work and efforts to the NCRA. 19.4: NC1186 was approved as our regional nomination for the 2017 national multistate award. Jeff will work with Doug (and MSU staff) to polish and submit a final version to S&T. 19.5: For the new NRSP1 proposal, the following motions were submitted and acted upon as written below:</p>

	<p>NCRA also expressed concern over the low output of the impact communications program and would like to see a review of the program, analytics on who is using the website, the role of kglobal, and what effect the program it is having on the system. The NCRA has concerns and questions about the impact writing process, such as how and why only certain projects are selected for impact statements, what kglobal’s role is in choosing projects to write about, relationships to other databases and individual state efforts and why so few statements are being prepared. NCRA discussed the annual accomplishment reports and fully acknowledges that there is also a problem with the content of information in each projects annual, midterm and final reports. The NCRA supports, as-is, Objective 1 and the NIMSS budget in Table 2.</p> <p>Therefore, the following motions were submitted and acted upon as written below:</p> <ol style="list-style-type: none"> 1. NRSP1 proposal submitted as-is: Disapproved 2. Recommend to NRSP1 proposers that Objectives 1 and 2 be re-submitted with their respective budget tables as separate proposals, to allow for further discussion and clarification on the impact writing program and processes: Approved <p>19.6 2018 Call for Nominations to Multistate Research Award: Questions have been raised as to whether two projects can submit a combined nomination. The MRC recommends this not be allowed. The NCRA agrees, stating that if projects are similar enough to submit a joint nomination, perhaps they should merge as a single multistate project.</p>	<ol style="list-style-type: none"> 1. NRSP1 proposal submitted as-is: Disapproved 2. Recommend to NRSP1 proposers that Objectives 1 and 2 be re-submitted with their respective budget tables as separate proposals, to allow for further discussion and clarification on the impact writing program and processes: Approved <p>Jeff will inform S&T that the NCRA does not approve of combined project nominations.</p>
20.0	<p>NCAC Review Report: Jeff and Chris’ calls were useful and helped re-engage the NCACs and better understand their role in the region and the multistate process. Jeff and Chris will loop back to the AAs to let them know how their reviews were used or if reviews were not completed and possible topics on which they could provide feedback, based on future NCRA meetings and input. Dave Benfield offered the suggestion to have all NCAC AAs on an annual Zoom meeting to share ideas.</p>	<p>For information only.</p>
21.0	<p>Spring meeting 2018: The group was agreeable to having the meeting in St. Louis, with tours of the Danforth Center and Monsanto. Archie Clutter volunteered to help with reaching out to both for tours and contacts. Chris Hamilton identified the Chase Park</p>	<p>For information only.</p>

	<p>Plaza hotel as a possible venue. Marc Linit will be another useful contact for the Danforth Center.</p> <p>B&L: Karen Plaut suggested the creation of a BAA task force to create 2-3 infrastructure documents for distribution to our stakeholders. Jeff will take this forward to the EDs and the BAA.</p> <p>Diversity: Joe Colletti mentioned the possibility of engaging with Monsanto on this issue at our 2018 spring meeting. Archie Clutter suggested the group look into Arin Reeves and her work/publications on missed opportunities when diversity is not considered.</p>	<p>Jeff will take forward to the EDs and BAA the suggestion to create a task force to prepare infrastructure documents for wider distribution.</p>
22.0	<p>Summer Mini LGU Meeting discussion: Karen Plaut circulated via email the draft agenda and indicated that there is time on the agenda to have an additional session on partnerships. Archie suggested Ag Data Coalition (ADC). Archie Clutter, Joe Colletti, and Karen Plaut will work further on this suggestion. Another topic could be the corn mycotoxin project, too. Food for Health Center suggested by Archie Clutter. Let Karen know if you have any other ideas.</p>	<p>For information only.</p> <p>Karen Plaut has forwarded notes from this discussion to Jeff who will share on the April 10 Planning call.</p>
<p><i>Meeting adjourned at 11:37 am CT</i></p>		

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Item 4.2: NCRA FY2018 Office Budget
 Presenter: Archie Clutter, NCRA Chair 2017

NCRA FY2018 Budget				
INCOME				
	<u>FY2016</u>	<u>FY2017</u>		<u>FY2018</u>
Description	Final	Budget	YTD***	Budget
State Assessments	370,763	425,763	425,761	425,763
Account Carryover (MSU)	17,371	17,371	17,371	47,084
TOTAL INCOME	388,134	443,134	443,132	472,847
EXPENSE				
	<u>FY2016</u>	<u>FY2017</u>		<u>FY2018</u>
Description	Final	Budget	YTD	Budget
NCRA				
Regional Initiatives	12,000	-	-	
NCRA Subtotal	12,000	-	-	
MICHIGAN STATE				
Executive Director Salary	190,000	196,000	196,000	196,000
Fringe*	44,466	51,156	51,156	51,156
Office Operating	2,476	3,000	2,191	3,000
Travel	20,961	30,000	16,403	30,000
Training	8,550	-	-	-
MSU Administrative/Service Fees	4,930	5,603	5,603	5,603
MSU Subtotal	271,383	285,759	271,353	285,759
U of WISCONSIN				
Assistant Director Salary	67,255	72,255	72,255	72,255
Fringe**	27,393	30,462	30,467	30,467
Office Operating	2,320	3,000	1,470	3,000
Travel	9,725	8,000	4,535	8,000
Training	200	-	380	500
Meeting Support	-	2,000	-	2,000
UW Subtotal	106,893	115,717	109,107	116,222
TOTAL EXPENSE	390,276	401,476	380,460	401,981
BALANCE	(2,142)	41,658	62,672	70,866
*MSU FY18 fringe: ??estimate??. FY17 26.1%, 25.75% estimated; FY16 25.45%.				
**UW FY18 fringe: ??estimate??. FY17 fringe 42%, 37.5% estimated; FY16 37%.				
***Full FY expenditures for salary + fringe + MSU admin fees, as of 1/2017 actuals, for other categories.				

NCRA Accounts at MSU and UW

Account at MSU	FY16	FY17	FY18
MSU Starting Balance	7,191	17,371	47,084
MSU Income	370,763	425,763	425,763
MSU Budgeted Expenses	283,383	285,759	285,759
MSU Budgeted Expenses + UW invoice	372,572	396,050	396,050
Estimated MSU Ending Balance/Carryover	5,382	47,084	76,797
Actual MSU Ending Balance/Carryover	17,371	tbd	
Account at UW	FY16	FY17	FY18
UW Starting Balance*	16,520	(1,184)	-
UW Income	-	-	-
UW Expenses	106,893	109,107	116,222
Actual UW Ending Balance/Carryover**	-	-	
<i>UW Operating Reserve (3 mo)</i>	25,000	25,000	25,000
<i>Estimated UW Invoice to MSU***</i>	92,619	110,291	
<i>Actual UW Invoice to MSU</i>	89,189	tbd	116,222
*Unexpected UW fringe rate change from 37.5% to 42%.			
**Negligible UW carryover due to established Reserve.			
***UW will invoice MSU mid-quarter for actual expenses (\$28,850 in August 2016, \$26,848 in November 2016; \$28,850 February 2017, and ?? May 2017)			

NCRA Assessment Distribution by State

State	60% State Equal Share Assessments	40% Proportional to State's Share of MRF*	FY17 Assessment	PROPOSED FY18 Assessment
Illinois	\$21,288	9.86% \$16,792	\$38,080	\$38,080
Indiana	\$21,288	8.31% \$14,152	\$35,440	\$35,440
Iowa	\$21,288	10.55% \$17,967	\$39,225	\$39,255
Kansas	\$21,288	7.64% \$13,011	\$34,229	\$34,299
Michigan	\$21,288	8.75% \$14,902	\$36,190	\$36,190
Minnesota	\$21,288	8.72% \$14,851	\$36,139	\$36,139
Missouri	\$21,288	7.79% \$13,267	\$34,555	\$34,555
Nebraska	\$21,288	8.84% \$15,055	\$36,343	\$36,343
North Dakota	\$21,288	5.87% \$9,997	\$31,285	\$31,285
Ohio	\$21,288	9.45% \$16,094	\$37,382	\$37,382
South Dakota	\$21,288	5.92% \$10,082	\$31,370	\$31,370
Wisconsin	\$21,288	8.30% \$14,135	\$35,323	\$35,423

TOTAL	\$255,458	100.00%	\$170,305	\$425,763	\$425,763
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*Proportion of State share of MRF based upon rolling 3-year actual average (FFY14-16) as provided by NIFA. NRSP and NC off-the-top allocations (IL, IA, MI, NE, WI) not included.

Hatch Multistate Allocations by State

State	FY2014	FY2015	FY2016	3-yr Average MRF	% of Total Regional MRF
Illinois	1,389,333	1,370,591	1,372,204	1,377,376	9.86%
Indiana	1,170,927	1,155,132	1,156,491	1,160,850	8.31%
Iowa	1,486,525	1,466,502	1,468,228	1,473,752	10.55%
Kansas	1,076,519	1,061,997	1,063,247	1,067,254	7.64%
Michigan	1,232,924	1,216,293	1,217,724	1,222,314	8.75%
Minnesota	1,228,702	1,212,126	1,213,552	1,218,127	8.72%
Missouri	1,097,660	1,082,852	1,084,126	1,088,213	7.79%
Nebraska	1,245,608	1,228,806	1,230,252	1,234,889	8.84%
North Dakota	827,118	815,962	816,922	820,001	5.87%
Ohio	1,331,562	1,313,599	1,315,145	1,320,102	9.45%
South Dakota	834,163	822,911	823,879	826,984	5.92%
Wisconsin	1,169,521	1,153,744	1,155,102	1,159,456	8.30%
TOTAL				13,969,316	

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Item 5.1: NCRA Office Activities and Accomplishments
Presenters: Jeff Jacobsen, Chris Hamilton

2016-2017 Summary of Activities/Accomplishments/Plan Update

Jeff Jacobsen, NCRA Executive Director

1. **NCRA ACTIVITIES** (Chris is a component of numerous activities)
 - Participate in the monthly Executive Committee calls. Frequent calls, Zoom meetings and emails with Chris. Monthly reports by the MSU financial staff enable the AD and ED to reconcile the budget across the NCRA accounts. We developed the three NCRA meeting Agendas and the NCRA FY2018 budget which were vetted through the Executive Committee.
 - Explore opportunities and participate with the US/Canadian Protein Highway scoping and branding effort as an innovation corridor. This effort is led by the Consulate General of Canada and the private sectors in Canada. Five NC states (IA, ND, NE, MN, SD) plus Montana and three Provinces are involved. My engagement has been sporadic due to conflicting events. (Bill Gibbons and Keven Kephart recently attended MN meeting).
 - Integrated elements of the NCRA Plan in regular meetings and future activities.
 - Participated with the MRC, NCRA multistate research award, NCRA Leadership award reviews and selection. Provided NCRA feedback through the MRC Chair to unsuccessful nominations and created a NCRA Certificate Award for our top multistate project. Work with a state-level communications expert to refine the NC multistate research award nomination to be more competitive nationally. Worked with the NCERA3 AAs and member to polish the NC nomination which was not successful in 2016 National competition. This seems to be a good practice and should be continued into the future.
 - Worked with the MRC and Chris to implement a conversation with all NCAC AAs through a set list of questions. Results of these conversations and our recommendations for consideration will be part of the 2017 spring meeting. Implement agreed upon activities. Replaced Ken Grafton as the AA for NCAC1 Soil and Crop Research. Participated in the NCAC24 meeting at MSU.
 - Worked to refine the NCRA nomination of NCERA3 Soil and Landscape Assessment, Function and Interpretation for the National process (*unsuccessful*). Professionals at ISU were great to work with across the AAs and ED.
 - Replaced Ernie Minton as the NCRA representative for the NC Regional Aquaculture Center (NCRAC) Board. Over the course of the past period I have participated in conference calls and the annual meeting with the Technical Committees (Industry, Research, Extension) as they have refined their grant programs and accountability measures. 2017 will be the last year for filling out Ernie Minton's term, so a decision to continue the assignment or securing a replacement should be made. I am willing to continue if that is supported.
 - NRSP1 as NCRA representative. Served as background support with the NIMSS redesign with NCRA AD and WAAESD AD as the technical leads, trainers and primary interface with Clemson ITT. Worked with Chris and Sarah specifically, and the NRSP1 AAs and management committee on the renewal of NRSP1. Managed the external review and project response processes resulting in submission to the regions for spring meeting discussions. Will continue to manage the process through to the Fall ESS vote.
 - Reviewed preproposals and participate with the NC Sun Grant Program.
 - Maintain regular contact with the North Central Water Network.

- Initiated connections with Lincoln University leadership and a joint conference call on the Single Ask Advocacy effort with Robin Shepard. Robin and I routinely converse to ensure global knowledge across the system and identification of synergies where appropriate.
- Worked on the NC Boot Camp Planning Committee and subgroups for the 2017 training. This is a joint AES/CES program. AES participants include: Ernie Minton, CY Wang, Steve Slack and Chris Hamilton.

2. NATIONAL ACTIVITIES

- Serve the ESCOP S&T Committee as Executive Vice-chair, and with the AD's support and engagement, provide administrative leadership and assistance. Identify and review materials and actions on behalf of ESS and provide narrative for committee recommendations to ESCOP. Facilitate the review and recommendation on the multistate research nomination process. Discussions occur during the monthly calls.
 - Formal recognition of the Multistate Research Project Award and the ESS Leadership Awards from all five regions are part of the APLU - A Community of Scholars Honoring Excellence program at the annual meeting. In that S&T was the originator of these recognitions and the need for a central and consistent leader, I as Executive Vice-chair, have assumed the role of point for each Award in working with the winners, regions, APLU and NIFA. Initiated dialogue with APLU and NIFA to more formally integrate and provide consistent contacts, responsibilities and calendaring of all decision points for the APLU program.
 - The National IPM Coordinating Committee (NIPMCC) was initiated by ESCOP and ECOP as a mechanism to formally engage the IPM community. Operating guidelines have been implemented and refined. A successful Fall Conference leading to an initial report from the group's effort is being reviewed and will be submitted to ESCOP in 2017. Regular quarterly calls with the NIPMCC Executive Committee are in practice. This is a subcommittee of S&T and the ED supports the group.
 - The Social Sciences Subcommittee (SSSc) is a formal group comprised of ag communication, ag economists, ag education, human sciences and rural sociologists faculties with regional (6) configurations. Recently, 'leadership' was added as a sixth discipline. This is a subcommittee of S&T and the ED facilitates the group.
- Helped to create and support the ESCOP Diversity in Research Leadership Task Force. I support this 16-member group, chaired by Karen Plaut, and maintain and contribute to the Basecamp collaboration tool. Working recommendations have been integrated and formal activities are being integrated at the ESCOP and ESS levels, in addition to our NCRA meetings. This Diversity Catalyst Committee will continue to refine and implement activities for ESS and all others with a detailed strategy and plan for the next several years.
- Served as a 2017 ESS/ARD Annual Meeting planning committee member for the Philadelphia, PA event (with Doug Buhler).
- Serve on the BAA Committee on Legislation and Policy (CLP, formerly Farm Bill Committee).
- Work has commenced with the EDs and ADs to temporarily maintain the existing ESCOP website, while working with a vendor to create a new ESCOP website. Eric Young and Jeff are the co-leads with David Leibovitz (NERA Coordinator) and the other regional offices as available.
- Facilitated the creation and approval of an amendment to the ESS Rules of Operation to build an ESS budgeting process with regular accountability reporting.
- For ESCOP, participate in monthly Chairs Advisory Committee (CAC) calls and participate (as available) in the monthly Budget & Legislative Committee calls.

- Create and edit materials as needed. For example, ESCOP Agenda Briefs, a NCRA response to NIFA on the use of capacity funds for equipment purchase; feedback and monitoring on NIFA with the Time and Effort reporting; Advocacy efforts with the Single Ask; and the group ED edits on the one-pagers managed by Cornerstone Government Affairs and used by CARET-AHS during their Hill visits.
- Regularly work with the research and Extension EDs throughout the year.

3. PROFESSIONAL DEVELOPMENT

- Michigan State University – Not Any More for Employees; others tbd.
- NIFA – Webinars on Big Data, Capacity Funds and Equipment, Time and Effort and others tbd.
- APLU and FSLI Encore – Intercultural Development Inventory group profile and individual consultation leading to ESCOP participation in March 2017. Implemented two additional sessions at the APLU CARET/AHS meeting on MCOD and Diversity/Inclusion conversations.
- Edited the Final Draft of Gale A. Buchanan’s book on Branch Research Stations; Provided advice and editorial support to a proposal to CARE program for a NC 1994 institution.
- Reading and self-study activities as appropriate.

4. TRAVEL

- Fall ESS, Sept 19-23 Jackson Hole, WY. [National, NCRA]
- Committee on Legislation and Policy (CLP), Oct 2-4, Washington, DC. [National, NCRA]
- Lincoln University and MU, Oct 12-14, Jefferson City and Columbia, MO. [NCRA, NCCEA]
- NIPMCC, Oct 17-19, Washington, DC. [National, ESCOP, NCRA]
- APLU Annual Meeting, Nov 13-15, Austin, TX. [National, ESCOP, NCRA]
- NCAC1, Jan 11-14, San Diego, CA. [NCRA]
- ISU and NCRAC, Feb 1-5, Ames and Des Moines, IA. [NC, NCRA, NC]
- NIFA Tactical Sciences Conversation, Feb 14-16, College Park, MD. [National, S&T, NCRA]
- Social Sciences Subcommittee and USDA Ag Outlook, Feb 20-24, Washington, DC. [S&T; National, NCRA]
- CARET/AHS, ESCOP and Diversity Training, March 5-9, Alexandria, VA. [National, ESCOP, NCRA]
- NERA222 and NDAES, March 20-23, Fargo, ND. [NC, NCRA]
- NCRA Spring, April 2-5, San Antonio, TX. [NCRA]
- NERAOC, April 23-26, San Antonio, TX. [National, NCRA]
- NMCC, May, Washington, DC. [All EDs meeting]
- Joint COPs, July 17-19 Calgary, CN. [National, ESCOP, NCRA]
- NC Mini Land-grant, July 23-25 West Lafayette, IN. [NC, NCRA]
- Fall ESS Meeting and Workshop, Sept 25-28 Philadelphia, PA. [National, NCRA]
- APLU Annual Meeting, Nov 11-14 Washington, DC. [National, ESCOP, NCRA]

Chris Hamilton, NCRA Assistant Director

• NCRA ACTIVITIES

- Manage all aspects of the NCRA office (meetings, financials, website maintenance, etc.), working closely and effectively with UW’s CALS business services and also MSU (NCRA and ED budget).
- Worked with NCRA ED on the FY2018 NCRA budget.
- Participate in monthly NCRA Executive Committee calls.

- Continue to work closely with Robin Shepard of NCCEA to maintain strong communications between NCRA and NCCEA.
- Create reports and spreadsheets useful to the NC region, as needed and upon request (salary data, AES allocations, facilities inventories, etc.).
- Continue to maintain NCRA Twitter account (@NCRegionalAssoc), posting relevant stories about AES research, news, etc. and leveraging stories to national attention. Twitter account now has 168 followers, including several association colleges and universities, national organizations, government partners, industry, and others.
- Created and maintain the www.nc-climate.org website, showcasing NCR climate research, collaborations, and providing a central site for climate researchers contact information.
- Participate on the NC Admin Boot Camp planning committee with Jeff Jacobsen, Robin Shepard (NCCEA) and other AES and EXT directors.
- With Jeff Jacobsen, we conducted an audit of the NC advisory committee (NCAC; these are department head groups in the NC region) review process, which included evaluating their annual reporting and activities, as well as holding phone calls with each NCAC AA.
- Provide high-level technical services to the NCRA and other regions, upon request.
 - Webinar hosting
 - Conduct remote screen shares with users to help solve local and NIMSS issues/questions, as well as lead training sessions.
 - Regular back-ups of all NCRA office files at UW-Madison.
 - Facilitate easy data sharing through cloud-based file servers (MRC files, ESCOP materials, etc.).
 - Online Qualtrics Survey creation.
 - Editable, shared documents, such as the NC Dairy & Specialty Crops facilities inventory.
 - Manage all NC email lists and NCRA Directories.

North Central Region Multistate Research Portfolio

- **Regular Support:** Regularly provide support to Administrative Advisors and SAES staff on navigating the NIMSS and interpretation of national and regional multistate guidelines. Prior to the NIMSS redesign, I continued to answer questions and provide information on ways around NIMSS' malfunctions and manually complete many NIMSS tasks and messages that used to be automated. Once the new NIMSS went online, I provided regular technical support and assistance to NC and other national NIMSS users, as well as hosted several online, webinar based training sessions.
 - **FY2018 Renewing NC Projects:** Facilitated the renewal of NC multistate projects expiring in 2017 and midterm review evaluations. Coordinated the NC AAs, NC Advisory Committees, and the Multistate Review Committee. See the April 2017 MRC report for details.
 - **ESS Excellence in Leadership Award:** Coordinated NC nominations for the Excellence in Leadership Award for 2017.
 - **National Excellence in Multistate Research Award:** Solicited and coordinated the NC nominations for this award. I also read and will assist with the review and selection process during our spring MRC meeting.
- **NATIONAL ACTIVITIES**
 - With the NCRA ED, provide administrative leadership and assistance to NRSP1. Schedule calls, take minutes, coordinate committee activities, etc. I also provided the annual NIMSS REEport

report for Clemson University. This year, I also co-wrote the NRSP1 renewal proposal for FY2018 to 2022 with Sarah Lupis and Jeff Jacobsen.

- With the NCRA ED, provide administrative leadership and assistance to the ESCOP Science and Technology (S&T) Committee. Schedule calls, take minutes, participate, coordinate committee activities, coordinate review and ranking of national multistate research award nominations, etc.
 - Participate as a member of the ESS Diversity Catalyst Committee, formerly the ESCOP Diversity Task force. We hold monthly teleconferences and are currently discussing ways to provide ideas and actions for consideration, and to supplement institutional, regional and national diversity and inclusion efforts.
 - Provided general NIMSS support to Bill Barker (lead AA) and John Bamberg (ARS, NRSP6 technical lead) for NRSP6 by authorizing annual meetings and uploading reports.
 - Co-lead the NIMSS update at the spring NERAOC (National Extension and Research Officers Conference) meeting.
 - NIMSS co-lead Regional System Admin: NIMSS is the Experiment Station's national workflow database for managing all multistate project activities. Sarah Lupis and I continue communicate regularly with the Clemson NIMSS development team to solve issues, improve efficiency, and enhance the user experience within the NIMSS database. These efforts us to solve NIMSS issues quickly and efficiently and avoid the need for tedious software versioning issues, since changes are made in real time. We took over this database management role in spring of 2015.
 - Creator and owner of the NIMSS manual, a living document outlining all functions, tips, and tricks to make using NIMSS easy. I update this document online regularly.
 - Partner with the NIFA multistate research office to coordinate NIMSS project/participant approvals, occasionally serve as regional liaison for REEport issues, and other regional-USDA administrative tasks, as needed.
- **PROFESSIONAL DEVELOPMENT**
 - In 2016, I attended the following conferences and workshops, offered through UW-Madison:
 - Honoring Our Common Differences: Leadership for Inclusivity
 - UW-Madison Women & Leadership Symposium
 - Taking the "Difficult" Out of Difficult Conversations at Work
 - The Joy of Meetings: Recipes for Success
 - 2016 Leadership and Management Development Conference
 - I also use the UW's Lynda.com self-paced software training application to stay up-to-date on applications applicable to my role in the NCRA. My queue for 2017 includes reviewing HTML5 and CSS, Dreamweaver, and other emerging web site content management systems, as well as updating my skills in project management and related areas.
 - Going forward in 2017, I plan on attending the following:
 - Addressing Unconscious Bias in Higher Education, offered as a webinar through APLU, January 13, 2017
 - Intercultural Development Inventory (IDI), via the ESS Diversity Catalyst Committee
 - Interpersonal Style and Leadership Awareness, through UW's Talent Management program, May 2017
 - WISDM for Grants Management (to stay up-to-date and further develop my skills using UW's grants accounting system)
 - As my schedule allows, I intend to also attend as many of the below as possible, offered through <http://continuingstudies.wisc.edu/leadership>

- Presenting Yourself to One Or Many
- Working With Councils, Boards, and Commissions
- Using Data for Better Decisions

- **TRAVEL**

- a. NERAOC, April 24-28, 2016, Philadelphia, PA. [National, NCRA]
- b. Fall ESS, Sept 19-23, 2016 Jackson Hole, WY. [National, NCRA]
- c. NC Fall Administrative Officers Conference, Manhattan, KS, Oct 10-11, 2016. [NCRA]
- d. NCRA Spring Meeting, April 2-5, 2017, San Antonio, TX. [NCRA]
- e. NERAOC, April 23-26, 2017, San Antonio, TX. [National, NCRA]
- f. NCR Admin Boot Camp (Tentative) June 20-22, 2017, Bloomington, MN [NC]
- g. NC Mini Land-grant, July 23-25 West Lafayette, IN. [NC, NCRA]
- h. Fall ESS Meeting and Workshop, Sept 25-28 Philadelphia, PA. [National, NCRA]

NCRA Plan Update

1. MULTISTATE RESEARCH COMMITTEE (MRC)

Ensure that multistate projects are linked to priority NC research themes (NOTE: assumes there are agreed-upon themes)

- Cross reference (matrix) NC multistate projects with Battelle Study, ESCOP Roadmap, USDA NIFA priorities, PCAST Report, ECOP Strategic Opportunities, Natural Resources Roadmap, NCCEA, key federal agencies, others. Also, need to account for NCR faculty participation in other regional committees.

ACTION: Align MRC priorities and review processes. Consider all options (combine, terminate, create). Identify research gaps and emerging issues and determine next steps.

- Future Multistate projects – Industrial hemp (SERA), Big data or open access data (?NRSP or not) and NC librarians, Unmanned aerial systems (SERA), viticulture (NC?), microbiome, oats (NC ?), organic systems, local/urban/regional food systems, Monarch butterfly, others?

ACTION: Openly consider priority of NC projects and the various committee options.

Create/enhance assessment methods to get stakeholder (groups vary by task/issue) and peer input

- Do we routinely ask the same (or any) questions of NCAC groups? **Completed.**
- Do we ask anything of the state/regional/national commodity groups or organizations, foundations and other federal agencies?

ACTION: Review the interactions and review contributions from NCAC groups.

- Encourage stronger NCAC discussion and input. Discuss existing state mechanisms to receive input and determine if these could (should) be scaled up or other alternatives considered. **Reviewed all NCAC projects and discussed with the AAs.**

Are MRC funding approaches across the NCR appropriate and adequate? Are there alternative models to be considered?

ACTION: Inventory of use, needs/opportunity. NCRA could discuss implications and alternatives.

Assist in the training of new AAs and resourcing new directors

- ✓ Create and update as needed (MI, MN, MO, WI, SD)

2. CATALYZE GROWTH AND QUALITY IN PARTNERSHIPS

Explore new networks across thematic areas with faculty expertise (group, program and facility registry), shared analytical/service/pheno and genotyping/clinical facilities, watershed/wetland labs, climate science centers, geospatial technologies and many others. Integrate and optimize the LTARs, LTERs, forest stations and field station system (e.g. dairy, specialty crops) investments in regional/national system.

ACTION: Create an inventory template(s) for each state to complete prior to meeting and conduct a 'speed dating' session(s).

What is the strategic relationship between NCRA and NCR Administrative Heads, Extension, CARET and Academic Programs? Is there any type of regional (maybe national) programmatic aspirations to identify and articulate an NCR agenda or enhance key programs (e.g. across

climate, water, health and other themes)? NCCEA is a recognized regional entity with potential priority focus given the NCRA.

ACTION: Directors discuss potential opportunities

- ✓ NC Climate Expertise (AES and CES)
- ✓ North Central Water Network collaborations
- ✓ NC Bootcamp for new/recently appointed administrators

Enhance graduate student training and synergies across the NCRA (e.g. graduate student exchange and experiences, recruitment, shared NCR courses)

- ✓ Exploring a Collaborative Working Space for Graduate Education in Agriculture, Natural Resources and Agbiosciences (postponed)

Strategic discussions, actions and leveraging with regional faculty expertise across NCRA institutions and:

- USDA ARS, National Animal Disease Center and other national labs
- Danforth Center and others
- Research centers and stations (with faculty and/or staff) and others
- ✓ Existing Centers/Institutes at LGUs and programs in veterinary medicine, biomedical and engineering (NCR Antibiotic Resistance Roundtable)
- Private sector research programs (Protein Highway)

Explore the strategic opportunities for programmatic collaborations

- Canadian and Mexican universities (given the recent addition into APLU and potential existing linkages as well as proximity to several NCRA States) (APLU has formed a committee, explore invitations to mini Land-grant meeting)
- Commodity groups in region/nation
- NRCS, Forest Service, BLM, Conservation Districts and others
- 1890, 1994, other institutions
- ✓ Ag Innovation Corridor (I29-I35 and Highway 75 [US and Canada]) (Protein Highway)
- ✓ Sun Grant Advisory Group
- Regional Governor's Association or State Departments of Ag/Environment/Natural Resource Agencies

Create new and expand stakeholder assessment, consultation and implementation activities

ACTION: tbd

3. ENHANCE THE NCRA:

Periodic communication (e.g. conference calls or emails) with Executive Committee

- ✓ Instituted monthly Executive Committee calls either by phone and/or zoom
- ✓ Conduct as needed with NCCEA or other groups

Add value to the region and NCRA brand

- NCRA (and other regions) presence on ESCOP website
- Website redone in 2011. Future consideration
- An increasing number of LGUs and declining to host 'allied' websites at their institution. Explore the ramifications for those sites that are part of the NC portfolio.

Budget

- a. Routine activity

Engage with and build relationships with key groups (USDA NIFA, Cornerstone Government Affairs, APLU)

- ✓ CARE Panel Manager (x2)
 - ✓ Interactions with all levels of administrators, NPLs, staff
 - ✓ Sightlines National Steering Committee member
 - ✓ Tactical Sciences Conversation with UMD and NIFA
 - ✓ Attend NERAOC as a rotation; CARET/AHS and contribute to Congressional one-pagers; Joint COPs; S&T Liaisons
 - ✓ NIFA webinars; Feedback to NIFA; Preapproval for equipment purchase with capacity funds, Time and Effort reporting
- Professional development for AD and ED
- ✓ UW and MSU as appropriate; Diversity training; NIFA webinars, NERAOC meeting; SSSc annual meeting, USDA Agricultural Economic Outlook Forum
- Promote regional multistate awardees through NCRA action
- ✓ Instituted refinement process (with assistance from NC state communication/editor staff for NC nomination prior to national submission)
 - ✓ Provided signed certificate to all members of the NC regional awardee
 - ✓ Created letter for MRC Chair to send as feedback to all applicants
 - ✓ Improved the national call for multistate project nominations and evaluation criteria for S&T review

Regional programs

- ✓ Open access data (ESS, NCRA, new NRSP); New LGUs; State and federal budgets; Diversity initiative (NCRA and as ESS initiative); Climate (NC AES/CES discussions and website); Tech transfer faculty feedback experiences (NCRCRD); Unique facilities
 - ✓ Provide accountability actions with USDA and others (e.g., NIMSS regional lead); NRSP1 AA
 - ✓ Create initiatives (courses, training, joint committees; discussion with grad program leaders) with graduate students to leverage and grow the NC enterprise; Off-the-top funding mechanisms; Practices and future IP trends with domestic and international markets
 - ✓ State visit rotations for ED
 - Other themes – water, soil health, hemp, UAS, organic systems (periodic calls), microbiomes, anti-microbial resistance (NCDC230, NC Antibiotic Resistance Roundtable)
 - Best Practice Sessions: P&T, TT or NTT faculty (early); Start-up and retention packages; Program redirection, evolution or elimination; Space renovations and (re)allocation; Succession planning with faculty and administration; Creating educational opportunities for faculty, legislators, state agencies, federal officials, upper administration regarding stations/centers and other aspects of unique operation; Working with millennials, Issues with faculty with businesses (e.g. productivity, time and effort, space and equipment rental, Pre- and Post-award services (grant review, workshops); Building and facility security; Teaching workloads and splits; Split-funded positions (university and grower groups/agencies); Diversity hires and spousal accommodations
 - Funding alternatives with operations, maintenance, renovations or new construction at centers or stations (e.g. timber, gravel, livestock, stone, farmer-owned, foundation/gifts,

- endowments, development professional focus); Pros and cons of user fees associated with greenhouses (postponed), labs, centers/station, equipment
- Uses of NIFA capacity funds and leveraging to capture competitive funds
 - Professional advancement and best practices exchange for staff and leaders at centers/stations organized as NCCC
 - Provide seed money to regional priorities to leverage with external groups and other institutions (Organic, Dairy Research Institute (on-going discussion more as CES activity), Climate, Water, Big data, Open Access Data, others)
 - Several states conduct a Washington, DC visit for new faculty. Should there be an analogous program for existing faculty and/or NCRA directors?
 - Organized state visits for NCRA directors
 - Facilitate a service for dept/unit reviews (like USDA used to do; recently this has been mentioned as a restart within the agency)

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Item 5.3: NCRA Admin Boot Camp

Presenter: Ernie Minton

Draft February 10, 2017

North Central Region - Administrative Boot Camp

General Outline:

Pre-Boot Camp (Webinar and advance communications)

General Description: Prior to the actual Boot Camp participants will be asked to take part with 1-2 pre-event sessions (conference calls and/or webinars). The pre-work for the Boot Camp will include answering questions about the purpose of the training program and to provide general content that participants may find useful before attending the actual event. Initial readings and self-assessments will be introduced as part of these pre-events.

Pre-Event Goals: These early sessions will be used to welcome participants and to explain the goals for the Boot Camp, and to help attendees establish their own expectations/goals for their participation. All sessions will engage participants in meaningful and productive dialogue.

Key Topics:

- A. Initial Boot Camp Overview.
- B. Expectations for participants.
- C. Rules of engagement – setting up identification of “wild card” topics.

NOTE: All Session (described below) will establish an atmosphere that engages participants in meaningful and productive dialogue.

- D. Pre-assessments (needs assessment).

NOTE: the top one would probably be the FIRO-B.

- E. Books, other resources, advanced readings.

NOTE: Good to Great, One of the trust books – Covey or Horsager, Leading Change; also the article on Managing the Difficult Conversation could be a priority for advance reading.

- F. The concept of a “Personal Professional Development Plan” (PPDP) for becoming a better manager.

- G. What else?

Potential Readings* (This list can be added to over time):

- Bennis, Warren. 2009. **On Becoming a Leader**. Basic Books.
- Collins, Jim. 2001. **Good to Great: Why Some Companies Make the Leap and Other’s Don’t**. HarperBusiness.
- Collins, Jim. 2005. **Good to Great and the Social Sectors: A Monograph to Accompany Good to Great**. Harper Collins.
- Collins, Jim. 2011. **Great By Choice: Uncertainty, Chaos, and Luck – Why Some Thrive Despite Them All**. HarperBusiness.

- Covey, Stephen. 2008. **The Speed of Trust**. Free Press.
- Fernandez, Claudia Plaisted. 2008. *Managing the Difficult Conversation*. Journal of Public Health Management Practice.
- Hill, Linda A. 2014. **Collective Genius, The art and practice of leading innovation**. Harvard Business Review Press.
- Horsager, David. 2012. **The Trust Edge**. Free Press.
- Kotter, John. 2012. **Leading Change**. Harvard Business Review Press.
- Kouzes, James and Barry Posner. 2012. **The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations**. Jossey-Bass.
- Murphy, Mark. 2011. **Hiring for Attitude**. McGraw-Hill.
- Peters, Thomas and Robert Waterman. 2006. **In Search of Excellence: Lessons from America's Best-Run Companies**. HarperBusiness.
- Schein, Edgar H. 2010. **Organizational Culture and Leadership**. Jossey-Bass.

Pre-Assessments (just tracking suggestions at this point): ***NOTE: These pre-assessment needs will be discussed and revised as the curriculum is developed.***

- FIRO-B (Fundamental Interpersonal Relationship Orientation-Behavior – understanding a person's behaviors in an organizational setting.
- Bar-On EQI – helps a person understand their patterns in attending to emotions and interpersonally engaging with others.
- Myers/Briggs.

Boot Camp – Outline

Section I: An Overview of the Boot Camp

General Description: This will explain the goal for the overall training session. It is important for participants to have a general road map of what will happen in the following segments of the Boot Camp, why this training is offered in this context and how the topics within the sections fit together.

Section Goal: The Boot Camp starts with a welcome, overview, and encouragement to be active learners/participants. All sections will be engage participants in meaningful and productive dialogue.

Key Topics:

- A. General Welcome.
- B. An overview of all sessions.
- C. Why does this training (boot camp) emphasize management?
- D. The importance of participation and how participants will design certain segments of this interactive workshop to suit their needs (e.g., the use of "Wild Card" topics/approaches throughout).

- E. Each section (II – IV) will have built-in flexibility (additional time) that allows for participant-focused questions and/or participants to identify discussion topics that may not explicitly appear in the program agenda. Time will be identified for within section, much like a “wild card,” to allow participants to self-identify additional discussion topics and needs.

Section II: Foundations for Being an Effective Manager

General Description: These topics are foundational to strong managers and effective leaders. The elements of this section of the Boot Camp suggest philosophies and guiding principles for both management and leadership. It is very important that this initial section of the training also establish an atmosphere that engages participants early, and keeps them engaged throughout the Boot Camp.

Section Goal: A self-assessment on one’s own management skills and an understanding of what one can do to enhance those skills.

Possible Resources:

- Buford, James Ansel. Arthur Bedeian and James Lindner. 1995. **Management in Extension**. Ohio State University Extension; 3rd edition.
- Collins, Jim. 2001. **Good to Great: Why Some Companies Make the Leap and Other’s Don’t**. HarperBusiness.
- Covey, Stephen. 2008. **The Speed of Trust**. Free Press.
- Horsager, David. 2012. **The Trust Edge**. Free Press.
- Kotter, John. 2012. **Leading Change**. Harvard Business Review Press.
- Thomas, Maura. April 22, 2015. **Time Management Training Doesn’t Work**. Harvard Business Review. [<https://hbr.org/2015/04/time-management-training-doesnt-work>].
- Schein, Edgar H. 2010. **Organizational Culture and Leadership**. Jossey-Bass.

Pre-work – Webinar (recorded) addressing the following questions:

- What is the difference between management and Leadership?
- What does modern management in Extension look like?
- What are some salient points that are crucial regarding time management?
- How do I develop my self – improvement strategy?
- Why does trust matter? How does this tie into the culture in an organization?

Post Event –following the Boot Camp:

- TBD – follow up could be developed based on hot button issues that arise in this section.
- Tailor a session on high performing teams (*possible redesign of the 2012 workshops*).

Key Topics Section II:

[60 min] **A. Management Demands of the Job – and the Management & Leadership Continuum**

NOTE: ranked in order of essential topics.

- The difference in management vs. leadership. Why do you need both.
- What is it you manage in Extension? The scope of your responsibilities – identifying where you are in the system. Using other states as comparisons – Wisconsin – Dean and Director, Iowa – Vice President, Kansas - Associate Director.
- Mentors in state and out of state. How to identify and incorporate them into a support network.
- Time management

Approaches, teaching techniques:

- Open discussion
- Provide reading material ahead of time
- Q&A
- Provide examples
- Provide scenarios that participants can work on individually and in teams

Where we want them to be at the end of the session:

- Know where they fit in their organization
- Understand their scope of responsibilities
- Identified some mentors in state and out of state
- Have a working knowledge of the difference between management and leadership
- Know how to manage an organization with high effectiveness and efficiency
- Have practical skills for time management
- Understand the process of continued service quality improvement

Those who could help with the above topics:

- Daryl Buchholz
- Michelle Rodgers
- Bobby Moser
- John Floros
- Doug Buhler

[60 min] **B. Self- Evaluation of Skills and Goals**

NOTE: ranked in order of essential topics.

- Your personal professional development plan.
- Signs of successful management.
- Using self-assessment tools and setting management goals.

Approaches, teaching techniques:

- Explanations and the use of self-assessment tools – such as 360 evaluations, 4 year reviews and annual reviews. *NOTE: It may be important to address how this is different and/or useful in retention and P&T reviews.*
- Provide information on goal setting techniques.
- Lear Experimentation.
- Use of technology.
- Discussion.

Where we want them to be at the end of the session:

- Know what tools are available to be used for self-evaluation.
- Have a working knowledge of the goal setting process.
- Introduce participants to concept of Lean experimentation.
- Understand how technology can assist in evaluation/goal setting.
- Participants have started a personal professional development plan.

Those who could help with the above topics:

- Chris Boerboom
- Lyla Hoglum
- Dennis Calvin
- David Benfield
- Archie Clutter

[60 min] **C. The Importance of Trust in Organizational Culture**

NOTE: ranked in order of essential topics.

- Building an environment of trust and establishing a positive culture.
- Elements of trust.
- The use of communication in building trust.

- Emotional intelligence.

Approaches, teaching techniques:

- Stage setting.
- Use of technology in building trust.
- Articles/books to read ahead of session in the area of trust.
- Provide examples.
- Provide scenarios that require individual response and also team response/work.
- Discussion.

Where we want them to be at the end of the session:

- Understand the importance of a positive organization culture.
- Develop communication skills to promote positive organizational culture.
- Know how to incentivize staff in building a positive culture.
- Learn skills of empowering and mentoring staff members.

Those who could help with the above topics:

- Chuck Hibberd
- Jimmy Henning
- John Floros
- Archie Clutter
- Daniel Scholl

Section III: Personnel Management

General Description: Our primary asset is people. Over 75-85% of our budget is committed to personnel. Our job is to build the capacity of our human resource to ensure that we can deliver on our mission. And, to do so in such a way that our work, our accomplishments, and our impacts are valuable and valued. Some will say that dealing with human beings with all of our strengths and our weaknesses is a 'messy' business. And yes, the personnel side of our work can be challenging. With clear expectations and sound personnel management practices, we can succeed in the 'people' business.

Section Goal: To provide a deeper understanding of key methods to strengthen our ability to manage our diverse and amazing human resource.

Possible Resources:

- Covey, Stephen. 2008. **The Speed of Trust**. Free Press.
- Fernandez, Claudia Plaisted. 2008. *Managing the Difficult Conversation*. Journal of Public Health Management Practice.

- Fernandez, Claudia Plaisted. 2007. *Creating Thought Diversity: The Antidote to Group Think*. Journal of Public Health Management Practice.
- Horsager, David. 2012. **The Trust Edge**. Free Press.
- Murphy, Mark. 2011. **Hiring for Attitude**. McGraw-Hill.
- Peters, Thomas and Robert Waterman. 2006. **In Search of Excellence: Lessons from America's Best-Run Companies**. Harper Business.
- Boyer, Ernest L. 1990. Scholarship Reconsidered: Priorities of the Professoriate. Jossey-Bass

Pre-work – Webinar (recorded) addressing the following questions:

- What kinds of 'talent' are we seeking?
- For faculty, what does success look like?
- What would you like to learn in this personnel management session?

Post Event –following the Boot Camp:

- Noted Above: Tailor a session on high performing teams (*possible redesign of the 2012 workshops*).

Key Topics Section III:

[90 min] **A. Recruiting, Hiring, On-boarding and Retaining Talent**..... Presenters **TBD**

- Introductions – key supervisor traits or behaviors (20 min)
 - *Teaching method – audience participation*
 1. *Ask 'Please introduce yourself and provide one key word that describes a supervisor trait or behavior that you value.'*
 - a. *Capture traits or behaviors on a flip chart*
 2. *Quick debrief – 'Are there common themes or ideas listed?'*
- Modern interviewing methods to help us identify talent (30 min)
 - *Teaching method – role play and debrief*
 1. *Presentation – overview behavioral interviewing and other methods to identify talent (10 min)*
 2. *Ask 'In an interview setting, what are some ways that we could identify a candidate's ability to be creative?' (20 min)*
- Mentoring new employees (40 min)
 - *Teaching method*

1. *Presentation – overview the intended outcomes of effective mentoring (10 min)*
 - a. *Expectations, organizational culture, role of scholarship, promotion and tenure, time management, effective teaching, research and engagement behaviors, being a professional in a land-grant university, professional development, etc.*
 - b. *What is the role of the administrator?*
2. *Small group work (10 min)*
 - a. *Group 1 – Describe the characteristics of a great mentor.*
 - b. *Group 2 – Describe the characteristics of a bad mentor.*
 - c. *Group 3 – Who should mentor new hires?*
 - d. *Group 4 – How do we hold mentors accountable?*
3. *Debrief (20 min)*
 - a. *Each group provides 2-3 min summary of their conversation*

[60 min] **B. Pathways to Academic Success** Presenters **TBD**

- *Preparing faculty to succeed in the promotion and tenure process (30 min)*
 - *Teaching method – brainstorming*
 1. *Handout – Key connections to facilitate the promotion and tenure process*
 2. *Ask ‘How do we create a culture and an environment focused on coaching faculty to academic success?’ (20 min)*
 3. *Debrief – two ideas per table (10 min)*
- *Performance development (evaluation, mentoring, etc.) (30 min)*
 - *Teaching method – Presentation and table breakouts*
 1. *Presentation – The purpose of performance development (10 min)*
 2. *Small group work: (20 min)*
 - a. *Ask ‘What performance development practices have worked for you personally?’*
 - b. *Short debrief – one idea per table*

[75 min] **C. Anticipating Trouble – an Ability That Positions You For Success**..... Presenters **TBD**

- *What types of ‘trouble’ might we anticipate? (15 min)*

- *Teaching method – brainstorming, focus on building a list, avoid discussion of each ‘trouble’*
 1. *Ask ‘What types of ‘trouble’ might we anticipate?’*
 2. *Capture ideas on a flip chart.*
- Engaging underperforming faculty and staff. (30 min)
 - *Teaching method – presentation/role play/discussion*
 1. *Presentation – The nature of ‘underperformance’ (10 min)*
 2. *Role play – two presenters role play a conversation between a supervisor and an underperforming employee.*
 3. *Discussion – Ask ‘What did you like or not like about the role play? What would you do differently?’*
- Difficult conversations and conflict management. (30 min)
 - *How do we respond to these circumstances? How do you manage yourself as well as the situation? Find and use your campus resources (find them before we need them).*
 - *Teaching method – facilitated discussion*
 1. *Introduction – What types of difficult conversations might we expect? (10 min)*
 2. *Facilitated discussion*
 - a. *Select one example, analyze and make recommendations.*

Section IV: Fiscal Management

General Description: Managing the institution's fiscal resources requires much more than knowing the amount of money in the budget. An effective manager must understand different sources of funding, the associated authorizations, look for flexibilities and strengths in certain types of fund (budget lines), and how different sources can and cannot be blended into an overall fiscal strategy.

Section Goal: To prepare participants to better address challenges of extramural and intermural fund management.

Possible Resources:

- **TBD**

Pre-work – addressing the following questions:

- Before arriving participants will be asked to research a few basic budget details about their institution - such as IDC/F&A rates and how they are distributed on campus, how Smith-Lever, Hatch, McIntire Stennis funds, etc., are distributed, accounted for, and deemed a successful use of funds.

Post Event – 60 minute Webinar following the Boot Camp:

- Development/Philanthropy - As development is typically done in collaboration with the university foundation, participants should identify their unit's development officer and understand the functions across the institution and with/across units.
- The webinar will provide an understanding the basics of donor development including:
 - The need for strategic initiatives
 - Understanding what drives a donor to give
 - Activities and communication that aids in donor stewardship

Key Topics Section IV:

[60 min] A. Fiscal/Budget Management 101

1. Sources of resources and how they are distributed, accounted for and deemed a successful use of.
 - What factors go into arriving at an institutional IDC rate? (Provide guidance and resources on federal rates, and maybe a state or two).
 - How are IDCs/F&As shared with various units (upper admin, college, department, institute/center, PI) and what are the ramifications?
 - Best uses of IDCs – discussion
 - Pitfalls (e.g. high balances when aggregated up across the college/institution cause questions when legislature reviews)
1. What fiscal resources do you “control,” and what is your “direct” responsibility (e.g., expectations for maintaining and/or raising certain funds)?
 - Identify key decision points by unit (College, director, across directors, department heads) and several sources of funds as well as what they could be

used for (personnel (faculty, staff, graduate students, undergraduate students), operations, equipment)

Approaches, teaching techniques:

- Federal sources of funds (competitive and capacity) for AES and CES will be identified and discussed regarding their federally stated purpose, authority, carry-over rules, matching and practices, integrated expectations, annual reporting and accountability, fiscal years (state/federal/other), etc.
- Web links will be provided for more in-depth information on each (likely get from feds).
 - Review NIFA funding lines (use the table that has prior year, Pres, House, Senate and APLU numbers) coupled with the BAA funding priorities
 - Review the concept of balancing the advocacy interests among the institution, disciplines, and the BAA family.
 - Discuss capacity and competitive funds including IDC differences.
 - Participants discuss and list top advantages and disadvantages of competitive and capacity funds at their tables.
 - TEconomy survey results may be available to use.
- Could create a ~10 question matching to link funds with relevant details.
- PowerPoint presentation that provides an overview of sources of funds and a sampling of details as provided above.
- Flipcharts.

Where we want them to be at the end of the session:

- From the above exercise, participants will be openly queried about their institutional IDC rate (on-campus, off-campus), state departments/associations, performance/product testing (these are collected LIVE into a pre-formed spreadsheet/table by state). **(NOTE: this may link with Item B (below) - the spreadsheet showing sources of funds and uses.)**

Those who could help with the above topics:

- Ernie Menton, KSU
- Geneva Jahnke, Budget/Fiscal Office, College of Agriculture, KSU
- State budget and fiscal officer (joint or AES/CES), NIFA budget officer, directors (AES/CES), participants.
- **Others TBD**

[60 min] **B. Strategic Investments**

1. Understanding, and enhancing, the philosophy of your institution for strategic investments.
2. Being strategic and creative in increasing (and sometimes decreasing) investments.
3. Understanding how state budgets enhance (or not) the opportunities for new initiatives within your institution.

4. What are the fiscal management challenges for you? How does funding flow upward and through colleges, campuses and our university systems?
5. The challenges of tough times – strategy versus an immediate need to be reactive.
6. Being creative in good times (e.g., an exercise about If \$1 million in unrestricted, new permanent money comes to your budget, how would you invest it?).

Approaches, teaching techniques:

- Participants are asked to come to the Boot Camp understanding the sources and amounts of state, federal and other fund sources contributing to faculty salaries (probably for the sake of the exercise, will ask the group to focus on research, extension and teaching investments on main campus).
- Share exercise with productivity index for each unit (dollars generated by the unit from all sources/dollars invested centrally). What does this tell you? Pro/Cons of use.
- Discussion with Directors and their fiscal/budget officer and maybe some pre-meeting work or spreadsheets provided.

Where we want them to be at the end of the session:

- From the above exercise - participants will create a spreadsheet for themselves (with their own data) showing sources and amounts of state, federal and other funds sources contributing to faculty salaries. *(NOTE: Or, could have a sample or two sent in to use for pre-workshop work-up and LIVE discussion?)*
- Clarify, from the budgetary investment what your priorities/strengths are.

Those who could help with the above topics:

- Ernie Menton, KSU
- Geneva Jahnke, Budget/Fiscal Office, College of Agriculture, KSU
- State budget and fiscal officer (joint or AES/CES), NIFA budget officer, directors (AES/CES), participants.
- **Others TBD**

[40 min] **C. Revenue Generation**

1. Development/philanthropy - understanding the basics, if this is part of your job.
2. Enhancing faculty success in extramural funding.
3. Balancing interests of “partners” (e.g. state commodity commission) with interests of the institution.
4. Addressing the pros/cons, challenges and politics of indirect costs and their varying rates.
5. Balancing advocacy interests of the institution with advocacy priorities of the “family” (e.g., this may be institution specific and/or revisit how much emphasis this topic received in the boot camp)?
6. Finding funds outside traditional sources.
7. Balancing interests of partners (e.g. commodities) with institutional goals
 - Goal is win-win scenario

- Missions need to be aligned – how is this achieved?
 - Are strategic goals developed jointly?
 - What communication is needed to share goals?
 - Pitfalls
 - Chasing funding without advancing mission
 - Examples shared by participants
 - Others?

Approaches, teaching techniques:

- Participants share novel sources of funding and approaches for managing such funds.

Where we want them to be at the end of the session:

- Participants will gain a better understanding for balancing the demands of managing funds, associated with revenue generation – within the context of their overall position.
- Participants should come away with a broader understanding of how to manage the expectations associated with revenue generation (e.g., the expectation of their institution for generating such funds; and the expectation associate with stakeholders and partners who pay or provide those revenues).

Those who could help with the above topics:

- Keith Smith
- Steve Slack
- **Others TBD**

[80 min] **D. Infrastructure Management**

1. Planning for the “costs” of personnel and physical infrastructure/equipment (i.e., new and maintenance).
2. The fiscal management of joint appointments (i.e., research, extension and teaching, and the challenges of managing split appointments, etc.).
3. Partnering among colleagues and central administration on start-up costs.
4. Factoring in the costs of infrastructure (e.g., sharing models of the ways others cover the costs ranging from staff start-up packages, office equipment and rent to supporting field stations, county offices and broader capital expenditures.
5. What happens when things shut down (e.g., departments, county offices and/or field stations, etc.) and how to address the challenges of getting infrastructure off the budget/book?
 - Faculty situations – 1) a grant is running mid-stream and the PI recognizes that there will not be enough money to support his graduate student/technician/fellowship that do research and Extension, 2) a grant awards a sophisticated piece of equipment a number of years ago which has the match covered, yet there is a long-term maintenance contract that is not addressed, 3)

new piece of equipment that needs a quality space to be located in and needs some significant renovations (not covered in grant), 4) a multiple project use tractor has broken down and the question is fix it, donate to museum or buy/rent/lease anew and 5) wild card from the floor.

- Planning – 1) Situational descriptions with new hires, maybe even cluster hires addressing rank, splits, staff support, office and lab renovations across a departments/colleges addressing people and places with new or refocused faculty hires, 2) could be some exploration of a central services model for staffing functions across departments, 3) grab a model or two from various universities and ask participants to discuss what their role would be in supporting/discussing (e.g. 90% budgets and so on).
- Partnering and Joint activities – 1) Start-up costs for faculty with various appointment splits, responsibilities, department/college home situations and blend in different sources of funds, timelines for expenditures, 2) changing the splits of a number of faculty across a college as responsibilities, needs and performance warrants, does this also suggest the need for start-ups?, 3) create an example or two of retention issues with superstar faculty members with various splits, 4) sharing start-up costs with spousal accommodations across departments/colleges.
- Shut down – 1) a relatively small department with splits across faculty and staff that has had a chair/head on the way to retirement with absolutely NO successor in the group, NO likelihood of external search and description of productivity is below average by metrics etc. Therefore, describe the key processes, internal and external people involved, equipment, academic programs, timelines, space, etc. to blend these folks into other unit(s), 2) research and extension center that has languished in leadership, productivity, advisory group interest, on-campus faculty engagement, etc., and 3) center/institute that spans dept/colleges that is a historical favorite with the VPR, yet over time more and more of the operations are falling onto your responsibility.

Approaches, teaching techniques:

- Depending upon the case study picked from above, likely three total from the later three bullets and presented as a role-play by director(s) and maybe others (2-3 people each one with rotations). These individuals would be in the center (or pit) discussing each between them and come to some conclusion, then general ALL discussion after each. **NOTE: Presented as strategic infrastructure management includes both brick-and-mortar (capital), and programs and people?**

Where we want them to be at the end of the session:

- Participants will gain an understanding for strategic infrastructure management.
- Participants will gain insights into strategic planning versus taking advantage of opportunities to meet demands of maintaining things, expanded operations were demands requires, and shutting things down where necessary.

Those who could help with the above topics:

- Presenters likely to be Dean, director, chair, faculty combinations.
- **Others TBD**

WILD CARDS: Participant Designed - Wild Card(s) – to be built into ALL sections above.

General Description: The Boot Camp is intended to be highly interactive by allowing participants to design their own learning opportunities. Each Section (II-IV) will allow for additional topics to be added based on the self-identified needs of participants.

Goal: To enhance the learning experience by allowing participants to lead in setting the agenda, defining the discussion and organizing training that is provided.

Key Topics:

To be identified by the participants themselves.

NOTE FOR CONSIDERATION: *The Wild Cards flexible amounts of time added to each section. The planning team may need to pre-define a range of topics/content that could be anticipated to come up as participants engage in each section. Furthermore: as the curriculum is developed, the Wild Card concept may be used for an additional stand-alone Section (e.g., as with the debriefing at the end of Day).*

Potential Wild Card Topics

NOTE: These are place holders for topics that may come up during Q & A, and/or as participants tailor the session with Wild Card topics. Other section leaders are encouraged to add their items to this list – it's somewhat of a parking lot of topics for now.

Section III. Personnel Management

- Recruiting, hiring, on-boarding and retaining talent:
 1. Preparing position descriptions that describe 'success' in faculty roles
 2. The hiring process including diversity and inclusion
 3. Attracting and managing millennials
 4. Retention strategies (e.g., both preemptive and reactive)
- Pathways to academic success:
 1. Helping new employees prioritize their time (how do they best use their time to stay focused on job expectations and how do they manage distractions?)
 2. How do you mesh teaching, research and Extension interests/needs in faculty and staff? *[Note: there are budget matters associated with managing integrated appointments and multiple university funding sources – which will be addressed in the Fiscal Section.]*
 3. Understanding how resources/fund acquisition matters in evaluating success – associated with the HR side of faculty and staff relations (e.g., how grants, donations, fees, revenue, contracts, etc. drive our expectations of those we evaluate on a regular basis). *[NOTE: managing the actual funds, from a budget perspective, is covered in the fiscal section]*

4. Building a portfolio of accomplishments and impacts (e.g., this should also include communicating success).
- Anticipating trouble – an ability that positions you for success
 1. What resources are available?
 2. Bullying/Sexual Assault in the academic workplace.
 3. Responding to incidents.
 4. Your role as a coach.
 5. External relations (e.g., external conflicts that arise with stakeholders of many sorts – 4-H parents, commissioners, commodity boards, legislators, etc.).

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Revised NCRCRD Themes

Original Themes

- **Entrepreneurial communities**

Rural America is competing in the global marketplace, and it is becoming increasingly difficult to be the lowest cost provider of many of the mass-produced goods and services that have sustained rural economies in the recent past. In the North Central region, many rural communities are seeing population loss that is eroding their customer base. Communities that can foster an entrepreneurial outlook among their population have a better chance of competing in today's environment. Rural areas have many assets that can be strategically positioned for a more vibrant economic system if appropriate way of harnessing them can be identified. The center is especially interested in the following areas (in order of descending priority):

- Community systems to support entrepreneurship, especially
 - o new Americans
 - o high-poverty populations
 - o entrepreneurial exploration for youth in the for-profit and social enterprise sectors
- Identification of new markets
 - o Manufacturing, service, or natural resource based industries
 - o Value-added/niche markets for small & medium-size farms, including local foods

- **Innovation diffusion for rural development**

The land grant universities are great creators of new knowledge. Much of the knowledge generated at land grant universities has application in rural areas, both in agriculture and in other sectors. More efficient systems are needed for communities to become aware of new technologies and better understanding of human dynamics associated with adoption of new technologies. Moving from awareness to adoption requires assessment. Assessment involves determine whether the knowledge base is sufficiently developed to implement; awareness of potential adverse consequences as well as benefits is important in the assessment process.

- **Sustainable communities**

Greater awareness of long term impacts of human activity is translating into demand for a greater understanding of how rural communities impact the environment, and how to reduce or mitigate adverse environmental impacts through reduced use of non-renewable resources as well as restoration and development of natural systems. Communities are also under stress of population decline; involving a broad spectrum of stakeholders, including those who do not usually participate in decision-making processes, is important to reverse long term decline and assure sustainability into the future. Rural areas are also interested in developing their share of green jobs and otherwise reinventing their manufacturing base as a way of sustaining the local

economy. A better understanding of how and why rural youth engage in sustainability issues is needed.

- **Leadership development**

Rural areas cannot prosper without well informed and effective leaders. The region's Land Grant Universities (LGUs) have long provided leadership development for rural areas in a variety of ways. As the LGUs face increasing budgetary pressure in the current fiscal environment, more cost effective ways of helping to develop new rural leaders are needed. The region has a need to pass information on how to be an effective leader to the next generation. The region is also host to a number of federally recognized tribes with unique systems of governance; there may be important lessons to be learned in sharing information across the region. More generally, rural leaders need to find ways to continue delivering effective government and other services in an era of aging and declining population and reduced tax base, while rural businesses leaders need to keep their workplaces updated and tap new markets.

New Themes

- **Building a 21st century economy**

To assist with economic development in rural places, the Center emphasizes a three-pronged approach in which entrepreneurship, innovation and technology diffusion, and workforce development efforts are supported.

Entrepreneurship

Rural America is competing in the global marketplace, and it is becoming increasingly difficult to be the lowest cost provider of many of the mass-produced goods and services that have sustained rural economies in the recent past. Communities that can foster an entrepreneurial outlook among their population have a better chance of competing in today's environment. Rural areas have many assets that can be strategically positioned for a more vibrant economic system if appropriate ways of harnessing them can be identified. The Center is especially interested in: 1) Community systems to support entrepreneurship, especially new Americans, high-poverty populations, and entrepreneurial exploration for youth; and 2) Identification of new markets in manufacturing, service, or natural resource based industries, and value-added/niche markets for small & medium-size farms, including local foods.

Innovation/technology diffusion

The land grant universities are creators of new knowledge. Much of the knowledge generated at land grant universities has application in rural areas, both in agriculture and in other sectors. More efficient systems are needed for communities to become aware of new technologies and better understanding of human dynamics associated with adoption of new technologies. Moving from awareness to adoption requires assessment. Assessment involves determining whether the knowledge base is sufficiently developed to implement; awareness of potential adverse consequences as well as benefits is important in the assessment process. Increasing access to information technologies such as broadband is also important and can enhance entrepreneurial activities.

Workforce development

New business activity, innovation diffusion, and technology adoption require an agile and skilled workforce. Further, changes in the structure and nature of the U.S. economy have resulted in a skills gap, whereby there is a mismatch between employer labor needs and the skills employees bring to the workforce. The Center supports efforts to strengthen the workforce and bridge the skills gap. Importantly, given that success within the workforce and society depends greatly on childhood development, childcare and early childhood development is also priority.

- **Sustainable communities**

Greater awareness of the long term impacts of human activity on the environment is translating into demand for a greater understanding of how rural communities impact the environment, and how to reduce or mitigate adverse environmental impacts through reduced use of non-renewable resources as well as restoration and development of natural systems. For example, water quality and contamination issues affect many rural communities in the North Central region. Communities are also under stress of population decline; involving a broad spectrum of stakeholders, including those who do not usually participate in decision-making processes, is important to reverse long term decline and assure sustainability into the future. Further, in the face of demographic pressures, rural leaders must also develop sustainable local government fiscal systems. In this context, maintaining public infrastructure and viable housing are also a challenge. Rural areas may also be interested in developing their share of green jobs and otherwise reinventing their manufacturing base as a way of sustaining the local economy.

- **Leadership development and civic engagement**

Rural areas cannot prosper without well informed and effective leaders. The region's Land Grant Universities (LGUs) have long provided leadership development for rural areas in a variety of ways. As the LGUs face increasing budgetary pressure in the current fiscal environment, more cost effective ways of helping to develop new rural leaders are needed. The region has a need to share information on how to be an effective leader to the next generation. The region is also host to a number of federally recognized tribes with unique systems of governance; there may be important lessons to be learned in sharing information on leadership development across the region. Generally, rural leaders endeavor to deliver effective government services in an era of aging and declining population and reduced tax base, while rural businesses leaders need to keep their workplaces updated and tap into new markets. Communities also do well consider succession planning for leadership in key business, not-for-profits, and local government. Further, effective leaders also engage local populations and engender collective actions designed to identify and address issues of public concern.

- **Community health and wellness**

Mental and physical health challenges can and do affect community life, including economic development. For example, the opioid epidemic and other addiction problems are a growing concern nationwide, making it difficult for those affected to be actively engaged in employment and other economic activities. Also, there are important linkages between drug abuse and other mental health issues such as depression and anxiety, which can inhibit economic productivity.

Physical health and mental health are also linked. Families struggling with mental and/or physical health challenges face greater barriers in attempting to be productive members of a community. And yet the relationship between health and economic activity is bi-directional: Communities lacking economic opportunity tend to have a greater proportion of their population struggle with mental and physical health challenges. Social factors such as living in poverty increases the risk of poor health. Given that healthy living habits are often formed in childhood, and that children progress through key developmental stages, which can influence their later health and economic outcomes, early childhood development is also a priority. The Center supports efforts to improve community capacity to encourage healthy lifestyle choices and discourage poor/risky health practices. The Center also supports efforts to insure healthcare access as well as access to healthy foods in rural communities.

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Item 18.0: Nominations Committee Report

Presenter: Ernie Minton

Action Requested:

- New MRC member needed for FY18-21
- Review FY2018 officers list below and let Chris know if there are any changes needed

**NORTH CENTRAL REGIONAL ASSOCIATION OF
STATE AGRICULTURAL EXPERIMENT STATION DIRECTORS**

FY2018 Officers and Committee Members
(Fiscal Year 2018 begins **October 1, 2017**)

Officers:

J. Colletti, IA, Chair (colletti@iastate.edu)
N. Merchen, IL, Chair-Elect (nmerchen@illinois.edu)

Executive Committee:

J. Colletti, IA, Chair (colletti@iastate.edu)
N. Merchen, IL, Chair-Elect (nmerchen@illinois.edu)
A. Clutter, NE, NCRA Past-Chair (aclutter2@unl.edu)
J. Jacobsen, NCRA, Exec. Vice Chair (Perm) (jjacobsn@msu.edu)

Multistate Research Committee (3-year term):

G. Cuomo, MN, MRC Chair (18) (cuomogj@umn.edu)
D. Scholl, SD, (17-19) (daniel.scholl@sdstate.edu)
G. Smith, MI, (17-20) (smithge7@anr.msu.edu)
New MRC member needed
J. Jacobsen, Ex-Officio (jjacobsn@msu.edu)

Resolutions Committee (3-year term):

M. Linit, MO, (15-18) (linit@missouri.edu)

Nominating Committee (2-year term):

E. Minton, KS (15-17) (eminton@ksu.edu)

Committee on Legislation and Policy

J. Jacobsen, Ex-Officio (jjacobsn@anr.msu.edu)

NRSP Review Committee Representative (4-year term):

D. Buhler, MI (14-18) (buhler@anr.msu.edu)

ESS Chair-elect, FY2019: TBD

ESCOP (3-year term):

J. Colletti, IA, NCRA Chair (colletti@iastate.edu)
N. Merchen, IL, Chair-Elect (nmerchen@illinois.edu)
A. Clutter, NE, NCRA Past-Chair (aclutter2@unl.edu)

J. Jacobsen, NCRA (Perm Alt) (jjacobsn@msu.edu)

ESCOP Executive Committee:

A. Clutter, NE, NCRA Past-Chair (aclutter2@unl.edu)

J. Jacobsen, NCRA (Perm Alt) (jjacobsn@msu.edu)

ESCOP Chair's Advisory Committee:

J. Jacobsen, NCRA (Perm Alt) (jjacobsn@msu.edu)

ESCOP Budget and Legislative Committee:

J. E. Minton, KS (eminton@ksu.edu)

K. Plaut, IN (kplaut@purdue.edu)

ESCOP Communications and Marketing Committee:

W. Wintersteen, IA (agdean@iastate.edu)

D. Scholl, SD, (daniel.scholl@sdstate.edu)

ESCOP Science and Technology Committee:

J. Colletti, IA, (colletti@iastate.edu)

D. Hamernik, NE, (dhamernik2@unl.edu)

J. Jacobsen, NCRA (Perm Alt; Exec Vice Chair) (jjacobsn@msu.edu)

ESCOP Science and Technology Committee Social Science Sub-Committee (3-year term):

Emily Buck, OH, (15) (buck.210@osu.edu) – Ag Communications

Mike Retallick, IA (13) (msr@iastate.edu) – Ag Education

Soyeon Shim, WI (13) (sshim7@wisc.edu) – Human Sciences

Linda Lobao, OH (14) (lobao.1@osu.edu) – Rural Sociology

Corinne Valdivia, MO, (16) (valdiviac@missouri.edu) – Ag Econ

David Rosch, IL, (17) (dmrosch@illinois.edu) – Ag Leadership

Mark Skidmore, NCRCD, (16) (mskidmor@anr.msu.edu)

ESCOP NIMSS Oversight Committee/NRSP1:

J. Jacobsen, NRSP1 Lead AA (jjacobsn@msu.edu)

C. Hamilton, co-NIMSS lead system admin (Christina.Hamilton@wisc.edu)

Other Appointments

North Central Rural Development Center Board (4-year term):

D. Buhler, MI (perm, MSU rep), (buhler@msu.edu)

CY Wang, SD, (14-18) (cy.wang@sdstate.edu)

North Central Bioeconomy Consortium

NCBEC Vice President, J. Colletti, IA (colletti@iastate.edu)

North Central Regional Aquaculture Center

NCRA Representative, J. Jacobsen, NCRA (jjacobsn@msu.edu)

Item 19.0: Spring 2017 MRC Report

Presenter: Neal Merchen, MRC Chair

Actions Requested:

- Approval of MRC recommendations for new/renewal multistate proposals
- Approval of MRC recommendations for midterm reviews
- Approval of NC7 five-year budget and business plan (10/1/2017 to 9/30/2022)
- Approval of NC Multistate Research Award Nominee, NC1186.
- Approval of MRC FY2018 NRSP recommendations and provide feedback, as needed for NRSP rep (Doug Buhler) to take to NRSP-RC

Summary of MRC 2017 Multistate Project Recommendations:

(Click here to view full [MRC 2017 table](#) with detailed notes and revisions requested)

19.1: New/Renewal Multistate Project Recommendations

- 19.1.01 NC7 (NC_temp7), Conservation, Management, Enhancement and Utilization of Plant Genetic Resources: **Approve as is.**
- 19.1.02 NC1200 (NC_temp1200), Regulation of Photosynthetic Processes: **Approve pending minor revision**
- 19.1.03 NC1201 (NC_temp1201), Methods to Increase Reproductive Efficiency in Cattle: **Approve pending minor revision.**
- 19.1.04 NC1202 (NC_temp1202), Enteric Diseases of Food Animals: Enhanced Prevention, Control and Food Safety: **Approve pending minor revision.**
- 19.1.05 NC140 (NC_temp140), Improving Economic and Environmental Sustainability in Tree-Fruit Production Through Changes in Rootstock Use: **Approve pending minor revision**
- 19.1.06 NC170 (NC_temp170), Personal Protective Technologies for Current and Emerging Occupational and Environmental Hazards: **Approve as is.**
- 19.1.07 NC1199, N-3 polyunsaturated fatty acids and human health and disease: **Not renewing, will expire as scheduled on 9/30/2017**
- 19.1.08 NC1198 (NC_temp1198), Renewing an Agriculture of the Middle: Value Chain Design, Policy Approaches, Environmental and Social Impacts: **Approve pending minor revision.**
- 19.1.09 NC_temp1205, MONARCH BUTTERFLY CONSERVATION: **Approve pending minor revision.**
- 19.1.10 NC_temp1206, Antimicrobial Resistance: **Major revision and resubmission requested.**
- 19.1.11 NCERA184 (NCERA_temp184), Management of Small Grain Diseases: **Approve pending minor revision.**
- 19.1.12 NCERA225 (NCERA_temp225), Implementation and Strategies for National Beef Cattle Genetic Evaluation: **Approve as is.**
- 19.1.13 NCERA103 (NCERA_temp103), Specialized Soil Amendments and Products, Growth Stimulants and Soil Fertility Management Programs: **Approve as is.**

- 19.1.14 NCERA224 (NCERA_temp224), IPM Strategies for Arthropod Pests and Diseases in Nurseries and Landscapes: **Approve pending minor revision.**
- 19.1.15 NCERA_temp218, Health, well-being, and economic opportunity for LGBT persons in rural communities: **Approve pending minor revision and MRC discussion on increasing participation.**
- 19.1.16 NC_temp214 (NCERA214 moving to an NC-type), Increased Efficiency of Sheep Production: Submitting fall 2017.
- 19.1.17 NCCC215 (NCCC_temp215), Potato Breeding and Genetics Technical Committee: **Approve with minor revision.**

19.2: Midterm Review Recommendations

- 19.2.01 NC1171, Interactions of individual, family, community, and policy contexts on the mental and physical health of diverse rural low-income families: **Favorable reviews, good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.02 NC1173, Sustainable Solutions to Problems Affecting Bee Health: **No AA or NCAC reviews were conducted, but this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.03 NC1177, Agricultural and Rural Finance Markets in Transition (NC1014, NC221, NCT-194): **Favorable AA review, good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.04 NC1178, Impacts of Crop Residue Removal for Biofuel on Soils: **Favorable reviews, good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.05 NC1179, Food, Feed, Fuel, and Fiber: Security Under a Changing Climate: **No activities since 2014. AA retired and the group has been working very hard over the past few months to re-activate with a new AA and is making good progress with good communications regarding goals and objectives going forward. Recommend continuation.**
- 19.2.06 NC1180, Control of Endemic, Emerging and Re-emerging Poultry Respiratory Diseases in the United States: **No AA or NCAC reviews were conducted, but this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.07 NC1181, Enhancing resiliency of beef production under shifting forage resources: **Fair AA review, good NCAC6 review. Group shows good activity and is meeting reporting requirements, but AA encourages evidence of more collaborations across states and extramural funding in annual reports. Recommend continuation with this in mind for future reports.**
- 19.2.08 NC1182, Management and Environmental Factors Affecting Nitrogen Cycling and Use Efficiency in Forage-Based Livestock Production Systems: **No AA review conducted, but NCAC reviews were favorable and also encourage evidence of more interstate collaborations. Recommend continuation.**
- 19.2.09 NC229, Detection and Control of Porcine Reproductive and Respiratory Syndrome Virus and Emerging Viral Diseases of Swine: **No AA review conducted, but NCAC reviews**

- were favorable. This group shows good activity and is meeting reporting requirements. Recommend continuation.
- 19.2.10 NCCC209, Agricultural Bioethics: **Committee inactive and AA recommends termination. Recommend termination/expiration as scheduled.**
- 19.2.11 NCCC210, Regulation of Adipose Tissue Accretion in Meat-Producing Animals (NCCC210): **Favorable AA and NCAC reviews, this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.12 NCCC42, Committee on Swine Nutrition: **Favorable AA and NCAC reviews, this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.13 NCCC9, MWPS: Research and Extension Educational Materials: **Favorable AA and NCAC reviews, this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.14 NCERA137, Soybean Diseases: **Favorable AA and NCAC reviews, this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.15 NCERA214, Increased Efficiency of Sheep Production: **Favorable AA and NCAC reviews, this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.16 NCERA215, Contribution of 4-H Participation to the Development of Social Capital Within Communities: **Favorable AA review, no NCAC review conducted; this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.17 NCERA216, Latinos and Immigrants in Midwestern Communities: **No AA review conducted, no NCACs available in this area. However, this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.18 NCERA217, Drainage design and management practices to improve water quality: **No AA review available, but NCAC reviews are favorable and this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.19 NCERA3, Soil and Landscape Assessment, Function and Interpretation: **Favorable AA and NCAC reviews; this group shows good activity and is meeting reporting requirements. Recommend continuation.**
- 19.2.20 NCERA57, Swine Reproductive Physiology: **Favorable AA and NCAC reviews; this group shows good activity and is meeting reporting requirements. Recommend continuation with the suggestion that the group show evidence of more interstate collaborations relating back to stated proposal objectives.**

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Item 19.3 NC-007 Budget Request and Budget Narrative, FY2018-2022

NC-007 Budget Narrative: The Agricultural Experiment Directors of the North Central Regional have provided substantial Hatch funding to Multi-State Project NC-7 (\$522,980 annually for the past decade), and Iowa State University provides additional, substantial in-kind and direct support. In these difficult financial times, we especially appreciate the commitment of the NCR SAES Directors.

Personnel: NC-7 Hatch funds provide a substantial portion of the personnel and operating expenses of the North Central Regional Plant Introduction Station, responsible for plant genetic resource and information management. Nine Iowa State University Agronomy Department personnel are dedicated to the NCRPIS and supported by Hatch and ISU resources, and account for 97% of Hatch fund expenditures. They are: Fred Engstrom, Program Manager II; Kathleen Reitsma and Laura Marek, Curator III; David Brenner, Curator II; Cindy Clark, Sam Flomo, Cole Hopkins and David Zimmerman, Agricultural Research Specialists; Brian Buzzell, Farm Equipment Mechanic; three months' effort from John Reinhart, Farm Equipment Operator II; and short term student labor. The Iowa State University College of Agriculture & Life Sciences provides all benefits for ISU staff members, retired ISU/NCRPIS personnel, and for the salary and benefits of an additional Assistant Scientist III, Grace Welke. Since 2006, vacant ISU positions have not been refilled, and two support positions were eliminated due to fiscal constraints.

Travel: Each Curator and the Program Manager are allocated travel funds for one professional meeting annually.

Equipment and Supplies: Expenditures that cannot be covered using ARS funds.

Contract Services: Metering costs for irrigation water, refuse and other services.

Repair and Maintenance: NC7 funds support expenses only for repairs to infrastructure at the Plant Introduction Station that is not controlled by USDA-ARS, such as water lines on Agricultural Experiment Station land. No major R&M NC7 expenses are planned. NC7 staff have worked to improve drainage in problem areas to reduce loss of plantings due to excessive rains, and generally to improve the quality of the fields for research, but additional investments need to be made over time.

ARS funds are used to cover R&M needs for facilities covered by lease agreements and ARS equipment. ARS funding supported installation of a three-phased backup generator system, completed in 2016 and fully operational. The Andover access security system was replaced in fall 2016 with a Lenel system, which is to be linked with ARS headquarters' system. The roof of the HQ building and the GEM cold storage building were coated in FY16 to extend their lifetimes. One of the cold seed storage buildings was retrofitted with mobile shelving in 2016.

ARS Resources: Resources are approximately those of FY2010. FY2018 and beyond are unknown, but expectations are for these to be stable. The Plant Introduction CRIS Project provided approximately \$2.1 M, and support 22 full time scientific and administrative staff, and 95% of all operational expenditures. A portion of the Germplasm Enhancement of Maize (GEM) CRIS Project contributes to maize curatorial activities and station operations as well, as both projects share facilities.

NC-007 Request: Funding reductions would significantly impact our ability to accomplish the mission of the North Central Regional Plant Introduction Station, conservation and utilization of plant genetic resources and information management. Stable NC-007 funding of \$522,980 will provide for project

stability short term; predicted salary increases indicate that additional NC-007 resources will be needed by 2020 or personnel numbers be reduced.

NC-007 Budget Plan FY2018-2022

Basic Budget	NC7 FY17	NC7 FY18 Projection	NC7 FY19 Projection	NC7 FY20 Projection	NC7 FY21 Projection	NC7 FY22 Projection
Personnel: salaried	497,035	497,035	502,005	512,045	517,166	527,509
Personnel: hourly	4,500	3,000	3,000	3,000	3,000	3,000
Utilities & Telecom	4,500	15,000	15,000	15,000	15,000	15,000
Travel	16,500	4,500	5,000	5,000	4,500	4,500
Equipment & Supplies	4,600	5,000	5,000	5,000	5,000	5,000
Research Support Agreement	0	0	0	0	0	0
Specific Coop Agreements	0	0	0	0	0	0
Contracts & other	2,500	2,500	2,500	2,500	2,500	2,500
Repair & Maintenance	2,500	2,500	2,500	2,500	2,500	2,5000
Indirect Research	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Expenditures	532,135	529,535	535,005	545,045	549,666	560,009
Base NC7 Funds	522,980	522,980	522,980	522,980	522,980	522,980
Prior FY Carryover	80,847	72,692	66,137	54,112	32,046	5,360
Total Funds Avail	594,672	595,672	589,117	577,092	555,026	528,340

Iowa State University Contributions to NCRPIS

Items	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15 est.
Salaries	0	0	0	0	0	0	0	0	0	0	0
Benefits ¹	156,720	161,421	166,264	180,220	194,306	186,101	205,066	192,213	201,159	210,767	222,819
Facilities off-campus ²	83,933	86,451	89,045	91,716	94,467	97,301	100,220	103,227	106,323	109,513	112,798
Facilities on-campus ²	118,391	121,943	125,601	129,369	133,250	137,248	141,365	145,606	149,974	154,473	159,108
Farm Residence ²	14,008	14,428	14,861	15,307	15,766	16,239	16,726	17,228	17,745	18,277	18,825
Totals	373,052	384,243	395,771	416,612	437,789	436,889	463,377	458,273	475,201	493,030	513,550

¹Actual benefits may vary from annual estimate depending on personnel changes, benefit cost increases, and personal choices from cafeteria benefit plan.

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Item 19.6: NRSP Report

Presenter: Doug Buhler, NCRA NRSP-RC Rep

Action Requested: For information only

NRSP 2017 - 2018

Off-the-Top Funding Summary

Project	FY2017 Approved¹	FY2018 Approved¹	FY2019 Approved¹	FY2020 Approved¹	FY2021	FY2022
NRSP 1	183,500	-	-	-	-	-
NRSP 3	50,000	50,000	50,000	-	-	-
NRSP 4	481,182	481,182	481,182	481,182	-	-
NRSP 6	150,000	150,000	150,000	150,000	-	-
NRSP 8	500,000	500,000	-	-	-	-
NRSP 9	225,000	225,000	225,000	225,000	-	-
NRSP 10	381,834	433,969	406,591	-	-	-
Approved Total	\$1,971,516	1,840,151				
		Requested	Requested	Requested	Requested	Requested
NRSP_temp 1	-	\$213,023	217,095	222,832	228,741	234,826
Grand Total	\$1,971,516	\$2,053,174				
1% of Hatch	\$2,437,010	\$2,437,010				
Difference	\$465,494	\$383,836				

1 Assuming an acceptable midterm review, all NRSP budgets were approved for the duration of their current, five-year cycles.

Summary of NRSPs

Project Number	Project Name	Project Period	Midterm Review Year
NRSP-1	National Information Management and Support System	2014-2017	2015
NRSP-3	The National Atmospheric Deposition Program (NADP)	2014-2019	2017
NRSP-4	Enabling Pesticide Registrations for Specialty Crops and Minor Uses	2015-2020	2018
NRSP-6	The US Potato Genebank: Acquisition, Classification, Preservation, Evaluation and Distribution of Potato (Solanum) Germplasm	2015-2020	2018
NRSP-8	National Animal Genome Research Program	2013-2018	2016
NRSP-9	National Animal Nutrition Program	2015-2020	2018
NRSP10	Database Resources for Crop Genomics, Genetics and Breeding Research	2014-2019	2017

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Item 20.0: NCAC Review Update

Presenters: Jeff Jacobsen, Chris Hamilton

NCAC AA Conversations

Chris and Jeff conducted phone calls (30-60 minutes) with each of the 10 current NCAC (North Central Advisory Committee) Administrative Advisors (AA) during November 2016. Our conversations were on behalf of MRC and the NCRA directors, as a result of needing feedback on the processes and functions used by the AC for peer review, meeting discussions and other interactions. In addition, we were looking at consistency, quality activities and best practices. We asked a set list of 15 questions during the conversation with some follow-up and joint discussion. Our commitment was to summarize our findings, report back to MRC and NCRA directors, then discuss and affirm recommendations to be conveyed to all NCACs.

General Findings

- AAs were positive and appreciative of the calls and found them thought provoking.
- The improvements to NIMSS were acknowledged.
- AAs were supportive of the responsiveness and instructions provided by Chris.
- Two AAs asked to be relieved of their AA duties.
- No AA recommended discontinuing their NCAC.
- Calling the NCAC AAs was beneficial to the NCRA Office and illustrated the importance of NCAC to the peer review process. The mere contact and subsequent conversation seemed to energize the AA to contribute to the AC process more robustly.
- The NCACs are a productive and efficient means to conduct peer reviews of NC projects. In addition to the support and logistics provided by the NCRA Office, periodic conversations with the AAs is warranted to ensure consistent and quality reviews and encourage peer conversations across the region with this leadership group.
- Improved efforts to connect NCACs with NIFA NPLs should occur given the reestablishment of travel support at NIFA and given the usual turnover of unit chairs/heads and NIFA NPLs.

Specific Findings

- Most AAs felt that the NCAC members understood the importance and responsibilities for the reviews. This was accomplished by the AA, senior members of the AC and former perspective of faculty on multistate projects. Most felt that face-to-face meetings added value to the review process and enabled other peer interactions.
- Electronic communications provide up-to-date instructions (if read). Many current approaches and practices are based on a 'legacy' approach. Several AAs suggested web-based training.
- Most AAs desired to continue these responsibilities. The involvement with NIFA was highly variable, unless the NCAC met in Washington, DC. Consequently, several AAs did not know their NIFA representative or how to determine their identity.
- Processes and roles of NIFA, AA, AC Chair and AC members on project reviews were discussed. AA and sometimes the NCRA Assistant Director does not know the project review status. A wide array of practices and sporadic communications were present across reviews, conference call reviews and finalization of reviews within the AC and between the AA and AC Chair. Most ACs conducted their meetings (and reviews) on the necessary timelines for NCRA business. Leadership identification was formal to informal. Participation compared to participants signed up ranged from 25-80%. Website quality and Chris's availability are good.
- Based upon past practices and the scheduling of the project reviews in concert with other meetings, most ACs had some form of timely and robust topical discussions as a key platform for achieving more

success from these meetings. Several AAs identified this as an area where they could encourage more to enhance the overall value and participation in these meetings. Several projects routinely provide NIMSS information, yet several do not and several AAs thought the AC Chair did, yet no information was in NIMSS. Identifying new membership was informal or unknown.

Possible Action Items:

- Provide a one-pager to AAs and Chairs with information on the purpose and value of their peer reviews. In addition, communicate information on committee leadership and responsibilities with agendas, NIMSS reporting and timeliness of reviews. Specifically target new members with this effort. Consider a standing agenda item on these for every year.
- Continue routinely reviewing instructions and related communications. Our experience suggests that web-based training would not be utilized and therefore not helpful.
- One AA was replaced (NCAC1), with a second replacement currently under discussion (NCAC22). NIFA representatives can be contacted by the AA or the NCRA Office to encourage regular communication and participation (phone or otherwise) in the NCAC discussions. Several NCACs had their connection to NIFA representatives revitalized.
- The MRC Chair (via NCRA Office) could provide a courtesy note back to the AAs and AC Chairs thanking them for their reviews and identifying actions that took place at the NCRA Spring meeting. Remind the AAs and AC Chairs to submit a modest report into NIMSS. The NCRA directors could specifically ask the NCACs a select set of relevant questions (e.g. regional/national implications) as feedback from a key stakeholder group. The NCRA ED could also periodically review NIMSS and interact accordingly with the AA and AC Chair. On a regular basis, the NCRA directors would update a listing of NC department or division heads/chairs to facilitate better involvement of these new leaders throughout the NC region to the relevant NCAC. EDs could discuss the use and value of ACs and could encourage national participation, if appropriate.

NCRA Office Actions

- Project Reviews:
 - Simplify the initial call for reviews each year. Keep detailed instructions available, just for reference.
 - Add more direct NIMSS links to projects and required forms. Specifically tie the blank review form to assigned project so reviewers can easily see the required feedback needed.
 - Send reminders to AAs about 1 month out from deadline, if review assignments have not been given.
 - Send reminders to AAs and assigned reviewers about 1 month out.
- Other NCAC activities and meetings
 - More interaction with struggling NCACs, provide meeting topics, requests for feedback on issues, etc. Ask what they need to succeed that year. Tie topics back to NCRA meeting BP sessions, when possible. Offer use of phone line, webinar space, etc.
 - Involve other regions in NCACs, encourage more joint NC/S activities like NCAC16
 - Reporting: NIMSS automatically now requires reports before future meetings can be authorized, so reporting will hopefully be more consistent. Perhaps we can encourage presentation of particular information, such as minutes, reviews conducted that year, meeting accomplishments/value-added activities that occurred, etc.?

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ESCOPE Budget and Legislative Committee Agenda Brief

Presenters: Karen Plaut, Ernie Minton

Action: For information only

Background:

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.

Chair: Bill Brown (UTK)

Delegates:

Moses Kairo (ARD)
Barry Bequette (ARD)
Karen Plaut (NCRA)
Ernie Minton NCRA
Tim Phipps (NERA)
Jon Wraith (NERA)
George Hopper (SAAESD)
Saied Mostaghimi (SAAESD)
Jim Moyer (WAAESD)
Glenda Humiston (WAAESD)

*Chair elect

Executive Vice-Chair

Mike Harrington (WAAESD)

Liaisons

Doug Steele (ECOP Liaison)
Bob Holland (NIFA)
Paula Geiger (NIFA)
Josh Stull (NIFA)
Vacant (ARS)
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)
Jeremy Witte (Cornerstone)

The B&L Committee will be holding a breakfast meeting on March 6 in conjunction with the AHS-CARET meetings. Doug Steel (ECOP B&L Committee chair) will also be in attendance. Discussions will focus on advocacy for this single increase budget request for NIFA, Farm Bill efforts; exploring ways to coordinate the activities of the respective B&L committees; identifying needed “work products” that haven’t already been generated (pre-review documents); and creating broad-based support of major BAA initiatives such as the water security initiative.

ESCOPE B&L supports the BAC long-standing policy of “do no harm” to existing efforts. Beyond that overarching goal, here are comments about the proposed budget and requests that relate to research programs. These positions do not detract from any priorities advanced by our Extension colleagues.

BAC Recommendation: The BAC met by conference call on Feb 21 to finalize the system’s final details for the top line increase in the NIFA budget. The Committee unanimously passed a recommendation to be forwarded

to the Policy Board of Directors: “The BAC supports Option A requesting an increase in \$200 million resulting in approximately a 19% increase in our 6 priority lines. Additional language supporting academic programs and the non-land grant colleges of agriculture to be added.”

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

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ESCOPE Agenda Item: ESCOP Science and Technology Committee

Presenters: Deb Hamernik, Joe Colletti, Jeff Jacobsen

Action Requested: For Information; Accept NIPMCC Report/Revised Rules of Operation

Background

Committee Members:

<p>Chair: Marikis Alvarez (ARD)</p> <p>Delegates: Ken Grace (WAAESD) David Thompson (Chair-elect; WAAESD) Joe Colletti (NCRA) Deb Hamernik (NCRA) Cameron Faustman (NERA) Adel Shirmohammadi (NERA) Nathan McKinney (SAAESD) Harald Scherm (SAAESD) John Yang (ARD) Ed Buckner (ARD)</p> <p>Executive Vice-Chair Jeff Jacobsen (NCRA ED) Chris Hamilton (NCRA AD; Recorder)</p>	<p>Liaisons: Terry Nelsen (ERS) TBD (OSTP) Robert Matteri (ARS) Charles Allen (Pest Mgmt Subcom) Edwin Price (ICOP) Dwayne Cartmell (Social Sci Subcom) Parag Chitnis (NIFA) Denise Eblen (NIFA)</p>
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General

The Science and Technology Committee (S&T) has regular monthly calls on the third Monday of each month. All meeting agendas and minutes are posted at: <http://escop.ncsu.edu/ViewCommittees.cfm?comid=5>. Attendance and participation across the directors and liaisons has been consistent and good.

S&T deliberations to date have focused on:

- SOAR publication on “Retaking the Field: The Case for a Surge in Agricultural Research”;
- C-FARE publication on “Advancing U.S. Agricultural Competitiveness with Big Data and Agricultural Economic Market Information, Analysis and Research”;
- NSF data hubs;
- USDA ARS data practices with Dr. Brian Scheffler; Data Science in Agriculture Summit (10/2016) and;
- Horizon topics from: <https://medium.com/usda-results/ch11-ad478971cba7#ocpnen1es>), <https://www.oecd.org/sti/inno/oecdreviewsofinnovationpolicy.htm>, and <http://www.ers.usda.gov/amber-waves/2016/november/us-agricultural-rd-in-an-era-offalling-public-funding/>

S&T understands that numerous activities are underway with individual institutions, across institutions, in

collaboration with the private sector and throughout federal granting agencies. While much remains in flux, there is interest in formulating a greater presence across ESS/ARD and making more formal recommendation in the near future. For instance, initial discussions regarding a “data” workshop during the 2017 ESS/ARD annual meeting in Philadelphia, PA are being refined and will be adopted by the meeting’s Planning Committee.

Recently, multistate committee members and AAs have asked questions to EDs about the advisability of two multistate projects being submitted as a combined nomination for the 2017 ESS Award for Excellence in Multistate Research. This was referred to S&T for consideration. S&T discussed the question, considered numerous ramifications of a joint project submission and have opted to not promote these types of nominations for 2017, yet would discuss again and evaluate during the formal review of the 2017 regional nominees. S&T would address this specific issue and address it in the 2018 call for regional nominations. This would be brought forward to ESCOP to formally evaluate and take action on.

In addition, S&T has actively engaged with its subcommittees, approving minor modifications to the Rules of Operation for the National Integrated Pest Management Coordinating Committee (NIPMCC), which are posted on the ESCOP website (attached). The Social Sciences Subcommittee (SSSc) proposed adding a sixth discipline, ‘Leadership’, to their regional membership (NC, NE, S, W, 1890 ARD, At Large) and disciplinary matrix (Ag Communications, Ag Economics, Ag Education, Human Sciences, and Rural Sociology). S&T also approved this request to create a more diverse and inclusive membership reflective of the social sciences.

National IPM Coordinating Committee (NIPMCC)

The fall meeting of the NIPMCC occurred during October 18-19, 2016 at APLU. The interactive format elicited ideas, approaches, and priorities focused on IPM. A State of IPM report is part of this S&T submission. It articulates priority issues and opportunities. This will be discussed during a future S&T conference call. In addition, a revised NIPMCC Rules of Operation is attached which has been reviewed and approved by S&T. These revisions reflect operational fine-tuning following the annual meeting. Lastly, three members of NIPMCC (Jan Nyrop, Chris Boerboom, Jeff Jacobsen) participated in a national conversation called by NIFA and the University of Maryland – College Park with the public and private sectors, as well as selected state and federal officials on Tactical Sciences (detection and diagnostics [NPDN, NAHLN], regulatory system support [IR-4, FARAD, MUADP], deployment of technologies and systems [CPPM, IR-4, MUADP, EDEN]). These NIFA funding lines and programs were represented in the Conversation. More information will be available when provided by NIFA.

Social Sciences Subcommittee (SSSc)

The next SSSc meeting will be in Washington, DC on February 21-22, 2017, focusing on the role and function of the social sciences and related disciplines with Big Data. This session will interface the Committee with APLU, NIFA, C- FARE and AAFA (National Press Club session), Rural Policy Research Institute, and the Consortium of Social Science Associations (COSSA). Discussions and next action steps for SSSc members will be identified and communicated to S&T for consideration.

State of IPM Report - 2016

Developed by the National IPM Coordinating Committee at its October 18-19, 2016 Meeting

State of Programs and Perceptions on Sustainability

The Programs and Perceptions on Sustainability section of this report was developed from participant questionnaires completed at the close of the October 18-19, 2016 National IPM Coordinating Committee meeting, which was attended by 60 leaders associated with IPM programs in the United States.

Half of those attending (30) filled out the questionnaire at the end of the meeting. Respondents identified their professional affiliations as: Extension 36.6%, IPM Centers 33.3%, Research/Extension 6.7%, Research 6.7%, Research/IPM Centers 6.7%, Extension/IPM Centers 3.3%, NIFA 3.3% and other 3.3%. The table below provides a summary of the responses from all survey participants.

Summary - All Survey Participant Responses (n=30)

	Federal	State	End-User	Pest Mgmt Industry
Primary funding source for respondent's IPM program	62%	28%	6%	3%
	Increased	Decreased	Same	
IPM Program Funding	48%	30%	22%	
Percentage Change	28%	26%		
	No	Yes		
Sustainability of IPM Programs - current funding and funding model	52%	48%		

A majority of the programs represented were federally funded. Most had seen increased funding during the last 10 years. The average percentage change in funding reported among programs was similar. About half the respondents thought programs were sustainable with current funding and the current funding model. University extension and research respondents were more pessimistic about the sustainability of funding than were IPM Center respondents (data not shown). Responses from programs in which states were the primary funding source were generally more optimistic about program sustainability (data not shown). Funding levels have declined in some IPM programs over the last 10 years. Generally, programs are coping by diversifying sources of funding, but many programs have lost IPM extension/research capacity.

Key IPM-related Issues of National IPM Coordinating Committee Attendees

Participants at the 2016 National IPM Coordinating Committee (NIPMCC) Meeting provided input for this section of the State of IPM Report in two sessions; Ideas Informing the Future – the New IPM; and IPM Communication and Accountability. Participants were divided into six small groups. Each participant/group had the opportunity to provide input on 12 questions across several topical areas. Their responses have been summarized in approximate priority order. The information provided was used to develop this report and inform our initial steps toward development of a vision for the “New IPM” - an enhanced IPM future, building on long-accepted IPM principles and integrating new technologies and approaches based on new science and tools. We expect this report to serve as conceptual guideline from which IPM programs are built nationally. The intended outcome is a renaissance in IPM leading to robust and sustainable urban and rural programs, positive stakeholder impacts and the development of a widely recognized and valued IPM culture in America.

IPM Program Funding

By far, the most common issue described by attendees was the need for federal funding for Extension IPM Programs

- supporting, at a minimum, base-level funding for Extension IPM programs in all U.S. states and territories. Under the current funding model, as costs increase and initiatives are needed to address emerging needs, IPM programs will not have adequate resources to meet demands. Full deployment of the “New IPM” concepts and science will require increased funding for IPM research in emerging areas (**phytobiomes, molecular/genetic science, novel pest (insect, weed, disease) monitoring, utilization of big data in support of IPM objectives, IPM research at the ecological/landscape levels, etc.**). Increased funding will be needed to support extension programs in every state in order to move new research-based IPM technology to stakeholders and users.

Stakeholders and Priorities

Committee responses indicated that stakeholder involvement in IPM programs was critically important. It was deemed important in all kinds of programs; in programs for farmers, urbanites, schools, underserved communities and international communities. The importance of relationship building between IPM practitioners and leaders of these groups was emphasized. Participants at the NIPMCC meeting stressed the importance of developing IPM program priorities at the local level. Currently, most extension programs engage effectively with local stakeholders to develop priorities for local programs. NIPMCC participants felt priorities set at the local level should be aggregated to the state, region and national level. Some of the Regional IPM Centers develop lists of regional priorities, but priority lists are not currently available in all regions. Aggregation of priorities from states to regions, and from regions to the national level is a logical way to proceed, but the process for priority aggregation has not been developed. Since local programs need to be driven by local priorities, regional and national priorities if aggregated such that they address all or a majority of local priorities would be voluminous and of little value.

Instead, regional and national priorities should be broad and over-arching. A list of National IPM priorities would be valuable to policy makers, granting agencies and state IPM programs. It would help programs focus on the foremost IPM-related issues. The NIPMCC through APLU is an appropriate body to develop and publish (website) a list of National IPM Priorities. A list of national priorities would provide national unity and would contribute positively to our ability to communicate with stakeholders and policy makers with “One Voice” – a concept that was one of the primary themes that emerged at the 2016 NIPMCC meeting. Recapping, the optimum program model should involve significant local stakeholder input and elimination of all federal funding within a state or territory is incompatible with maintaining a strong national IPM program.

One Voice – National Program Issues Coordination

Communities, states and regions of the U.S. differ in many ways (rural/urban, climate, soils, water availability, culture, ethnicity and attitudes of the people). It is not surprising, therefore, that stakeholder-based IPM programs also differ. Contradictory and mixed messages from programs are not only possible, but likely. There are, however, consistent ideas and themes that are in common with IPM programs across the nation. NIPMCC responses indicated that national IPM research and outreach programs should aggregate program focus and priorities from local stakeholders to the national level. Possible models might involve state IPM Coordinators, USDA Regional Technical Committees, Regional IPM Centers and the NIPMCC. Additional input or approval may be solicited from federal agencies through NIPMCC representation on the Federal IPM Coordinating Committee (FIPMCC). NIPMCC suggested that coordination of focus at the national level could be accomplished by a National IPM Coordinator or by the NIPMCC. Messaging in support of national IPM programs to our advocacy groups should be consistent and of “One Voice”, representing important national interests and stakeholder groups.

Partnerships, Collaborations and Communication

NIPMCC responses emphasized the importance of partnerships, collaboration and communication in IPM program development, delivery, reporting and outreach. Key partners include: stakeholders (citizens, commodity groups, environmentalists, conservationists, schools, urbanites, etc.), land grant and other universities, Extension, Research, NIFA, Regional IPM Centers, USDA Regional Technical Committees, IPM working groups, consultants, FIPMCC, IR-4, NPDN, advocacy organizations, the pest management industry (synthetic and biologically-based pesticides, monitoring tools, pest resistant cultivars, etc.) and other IPM-related groups. The committee recognized a need for improved communication among these groups (the “One Voice” concept). Meeting participants recognized the need to communicate effectively despite existing silos (departments/disciplines, states/regional differences, agencies, urban/ag/school IPM, conventional/GMO/organic production, etc.) to develop multistate, transdisciplinary teams to address difficult IPM-related issues.

IPM Success Stories and Writers/Marketers of the IPM Message

State IPM Extension programs generate numerous IPM successes and success stories. Success stories are generated by research and extension professionals, State IPM Coordinators, professional writers at LGUs, popular press writers (newspapers, Ag press, specialty crop press, urban pest management press, and others). Professional societies and Regional IPM Centers also employ professional writers that produce IPM success stories. In addition, annual and final reports are written by State IPM Coordinators to comply with USDA NIFA grant and capacity funds requirements (REEport and NIMIIS), and other grant requirements. Hiring additional writers/marketers was suggested by some of the NIPMCC participants as a way to improve public awareness of IPM successes. The consensus was, more writers are not needed. What is needed is a process to aggregate, package and disseminates success stories. This information could inform organizations that advocate for IPM and could be used to inform the public about IPM successes. Online training for State IPM Coordinators was recommended to improve their skills in success story writing.

Regional IPM Centers

Regional IPM Centers were recognized by the attendees as important in regional organization, promoting collaboration, providing resources (online, funding, program evaluation, etc.), development of success stories, and recognition of programming successes and excellence. Center roles in aggregation of priorities and reports – providing regional “One Voice” messaging to national advocacy groups, and facilitating information flow back from the national level to states was supported by meeting attendees. However, some attendees felt the resources used by the Regional IPM Centers could be better used for IPM program implementation in the states, and priorities/reports could be aggregated from states directly to the national level. Better definition of the roles of IPM Centers was a need expressed by some attendees. Consistent with the “One Voice” concept, the NIPMCC needs to develop consensus on the role of IPM Centers to avoid mixed messages that may distract from our issues-based focus.

Supporting Underserved and International IPM Needs

The consensus of committee members on educating traditional U.S. stakeholders, underserved and international stakeholders held that attention to language and cultural differences was necessary to ensure access of all clientele groups to IPM education. Assessment of teaching methods to ensure that they are appropriate for the learning environment and local conditions was also viewed as important. Some committee members recognized that barriers, such as international student access to grant funding, exist and suggested these barriers be removed.

Development of the Next Generation of IPM Practitioners and STEM Education

Attendees highlighted the need for programs to develop the IPM practitioners and scientists of the future.

Youth/student awareness of careers in IPM, internships, youth/student mentoring, teaching networks and web-enabled communication/education (including social media and YouTube) were identified as important components that would help address this need. Greater emphasis on STEM education to promote interest in science, technology, engineering and math; and 4-H, FFA and other ag-related programming to develop student interest in agriculture are needed.

Technology and Ag Literacy

Recognizing that the way people access education is changing, the committee highlighted the need to embrace social media, video, infographics and other web-based communication technologies to reach large numbers of people. The committee also recognized that people are using these media resources to support narratives about food production systems and food safety that are not supported by scientific evidence (GMOs, pesticides, organic, etc.). Attendees recognized the need to support Ag Literacy by teaching people the facts about agriculture and that innovative use of modern outreach technologies will be needed to accomplish Ag Literacy goals.

Priority Summary:

- Improve national capacity to support Extension IPM programs in all states and territories to deliver the technologies of the “New IPM” to users and practitioners
- Improve funding for IPM research to develop the technologies of the “New IPM”
- Develop a mechanism for aggregating a set of National IPM Priorities: thereby empowering the National IPM Program to communicate with “One Voice” to stakeholders and policy makers
- Improve partnerships and linkages with IPM groups
- Develop an improved process for aggregating reports and developing national IPM messaging (success stories)
- Improve definition of the roles of IPM Centers – aligned with NIPMCC priorities
- Empower programs to effectively impact all U.S. stakeholders – respect, consider and appreciate cultural, language and learning diversity
- Enhance awareness and engagement of students and youth in STEM and agricultural education – to promote development of the next generation of IPM practitioners and scientists
- Effectively engage in educating the public about food (Ag Literacy) to counter misinformation with science-based reports using media appropriate for mass audiences

National IPM Coordinating Committee (NIPMCC) Rules of Operation

The National Integrated Pest Management (IPM) Coordinating Committee is a committee of the Extension Committee on Organization and Policy (ECOP) and the Experiment Station Committee on Organization and Policy (ESCOP) and shall function as a subcommittee of the ESCOP Science and Technology Committee. ESCOP is a committee of the Experiment Station Section of the Board on Agriculture Assembly of the Association of Public Land-grant Universities (APLU).

Background: The National IPM Committee (NIPMC) began in 1985 when the Pest Management Strategies Subcommittee of the ESCOP Science and Technology Committee was charged with providing coordination among the Regional IPM Competitive Grants Programs and USDA, the sponsoring agency. The Subcommittee was expanded to include Extension representation in 1986 to better integrate regional research with activities occurring independently through Smith Lever 3d IPM funds. At that time, the group began referring to itself as the National IPM Coordinating Committee, later shortened to simply the National IPM Committee (NIPMC).

Over the years, the NIPMC has functioned to provide advice and communications regarding Integrated Pest Management programs supported by USDA-NIFA (and its predecessors) and Land-grant universities from across the U.S. and its protectorates and territories. Core membership originally consisted of officers of the four ESCOP regional technical committees for IPM (now NCERA 222, NEERA 1004, SERA 3, and WERA 1017), administrative advisers to those committees, and managers of the four regional IPM competitive grants programs (NC-RIPM, NE-RIPM, S-RIPM and W-RIPM), with USDA-NIFA IPM-related National Program Leaders serving as *ex officio* members. Representatives from USDA-ARS-OPMP (1996) and Regional IPM Centers (2000) were added to the committee following their establishment. Key partner organizations, including US EPA, USDA-NRCS, USDA-SARE and IR4 have also participated in its annual meetings. Co-Chairs, one each representing ESCOP and ECOP, and a Regional IPM Center Director organized the annual meeting held each fall in Washington, DC. The ESCOP Co-Chair was a member of the Science and Technology Committee, and represented the committee.

The 2013 President's Budget proposed to combine budget lines for several research and extension programs related to pest management into a new Integrated Crop Protection Program; however, the proposal was met with resistance because highly successful IPM programs would be terminated and funding for the new program would be subject to indirect charges on all of the component programs. An IPM Working Group comprised of more than 40 IPM scientists representing universities, the private sector and government was appointed by the Budget and Advocacy Committee (BAC). The Committee charge: "The Working Group is asked to develop a report that provides operational guidelines for fulfilling the goals of the Integrated Crop Protection Program." The working group held a number of conference calls and developed a report that was accepted by the BAC (July 2013). The report was sent to the NIPMC for review and comment, and no formal recommendations were received prior to its 2014 annual meeting. NIPMC composition and governance was discussed at the meeting with further edits suggested. The present (final) version was adopted with the concurrence of the NIPMC at the 2014 meeting and the group formally emerged as the National Integrated Pest Management Coordinating Committee (NIPMCC).

Charge: Make recommendations to ESCOP and ECOP on programs, policies, reports, and other matters that affect pest management implementation, and make recommendations on budget matters relating to pest management. Assist in development of reports and strategic plans on pest management issues. Pursue activities that facilitate coordination and collaboration nationally among and between IPM research and extension at the Land-grant universities, and between the Land-grants and Federal agencies involved in IPM.

National IPM Coordinating Committee Composition: Committee composition will ensure that IPM input from all U.S. regions and relevant groups is well represented on the committee.

Land Grant affiliates will include:

- Three members as selected by each of the regional technical committees for IPM (NCERA 222, NEERA 1004, SERA 3, and WERA 1017) serving staggered 3-year terms. N=12
- Directors of the four Regional IPM Centers. N=4
- One Experiment Station Director and one Extension Director. N=2
- One representative each from 1890 and 1994 institutions. N=2
- IR4 N=1
- One ESCOP and one ECOP regional Executive Director. N=2

Additional members of the IPM community will be encouraged to participate (ex-officio) including:

- Representatives from non-governmental organizations such as (but not limited to) IPM Voice, IPM

Institute of North America, NSF Center for IPM, the National Alliance of Independent Crop Consultants (NAICC) and American Association of Pesticide Safety Educators (AASPE).

- Representatives from agencies and program within USDA with IPM emphases including (but not limited to) NIFA, SARE, NRCS, APHIS, ARS (especially OPMP), and ERS.
- Additional Departments of the Federal government including (but not limited to) EPA, HUD, GSA, Interior, and DOD.

The NIPMCC annual meeting is inclusive and open to all interested members of the IPM community, and as such additional Land-grant affiliates, Federal agency representatives, non-governmental organizations, and private sector interests might be expected to participate.

National IPM Coordinating Committee Governance

Officers: The officers will include a Past-Chair, Chair and Chair-elect chosen by the Land-grant affiliates of the National IPM Coordinating Committee from among the four regional technical committee representatives, IPM Center Directors, and 1890/1994 institution members. The position of Chair will be rotated among representatives of the five regions (North Central, Northeast, Southern, Western, ARD), ideally ensuring representation by all regions and LGUs over time. The term of appointment as an officer will be three years.

Executive Committee: An Executive Committee (EC) will be composed of the National IPM Coordinating Committee officers (N=3), ESCOP- and ECOP-appointed representatives (N=2), and a Regional IPM Center Director (N=1). The Executive Director (from the Science and Technology Committee) or the Extension Executive Director will serve as the Executive Vice-Chair and will provide administrative support to the committee. The NIPMCC Executive Committee will (generally) function by consensus, with a simple majority quorum required.

The Executive Committee will:

- Hold conference calls quarterly as necessary, and organize the annual meeting of the National IPM Coordinating Committee (typically in the fall).
- Annually provide a “State of IPM” report to ESCOP and ECOP.
- Provide updates and reports on its activities and programmatic recommendations to ECOP and ESCOP as requested and deemed appropriate.
- Make any USDA-NIFA budget recommendations via the ECOP- and ESCOP-appointed members for consideration by the respective Budget and Legislative Committees.

Nominating Committee: A nominating committee consisting of the past Chair, Chair elect and a NIPMCC member at-large will bring a slate of candidates to the annual meeting for consideration by the NIPMCC. Nominations from the floor are permissible. Following a cessation of nominations, an election will be held through regularly accepted practices and the results announced at the same annual meeting.

Approved October 12, 2014

Amended November 1, 2016

Approved by NIPMCC EC and S&T, January

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Agenda Brief: Communications and Marketing Committee (CMC)

Presenter: Daniel Scholl

Background Information:

1. **Committee Membership** (as of February 22, 2017):

Voting Members:	First Name	Last Name	Region	Term	Email
Chair (AHS) ¹	Beverly	Durgan	North Central	2015 – 2018	bdurgan@umn.edu
Incoming Chair (CES) ¹	Mark	Latimore	1890	2016 – 2019	latimorm@fvsu.edu
Past Chair (CES) ^{1,4}	Scott	Reed	West	2014 – 2017	scott.reed@oregonstate.edu
AHS Representative ²	Nancy	Cox	South	2015 – 2017	ncox@email.uky.edu
CES Representative ²	Bonanno	Steve	Northeast	2016 – 2018	SCBonanno@mail.wvu.edu
ESS Representative ²	Daniel	Scholl	North Central	2016 – 2018	daniel.scholl@sdstate.edu
AHS Chair ³	Cathann	Kress	North Central	2016 – 2017	cathann@iastate.edu
CES Chair ³	Fred	Schlutt	West	2016 – 2017	fred.schlutt@alaska.edu
ESS Chair ³	Brett	Hess	West	2016 – 2017	BretHess@uwyo.edu
ACOP Rep. ²	Cynda	Clary	South	2016 – 2018	cynda.clary@okstate.edu
ACE Rep. ²	Faith	Peppers	South	2016 – 2018	pepper@uga.edu
CARET Rep. ²	Becky	Walth	North Central	2016 – 2018	walth@valleytel.net
APLU CGA Rep. ²	Rick	Mertens	South	2015 – 2017	richard.mertens@tamu.edu
Nat'l Impacts Database Rep. ²	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
ESCOP 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. Members representing the three sections (AHS, CES and ESS) and other organizations have two year terms and can be reappointed indefinitely.
3. The section (AHS, CES and ESS) chairs serve on the CMC during their terms of office, which is one year.
4. Scott Reed is completing the final year of Rick Rhodes' term as outgoing chair.

2. Meetings:

- The CMC Plan of Work Development Committee met by teleconference on December 9, 2016.
- The CMC Executive Committee met by teleconference on December 13, 2016.
- The CMC met as a full committee by quarterly teleconference on December 19, 2016.

3. Updates:

- Jenny Nuber assumed responsibility as the principal point of contact for kglobal and released the Q3 report in November (attached). kglobal continues to have the exclusive responsibility of providing services to the CMC and the execution of the Communications and Marketing Plan (CMP).
- The Plan of Work Development Committee of the CMC (chaired by Bev Durgan) adopted the recommendations of kglobal (previously reported in September) in the drafting of the 2017 CMC Plan of Work.
- The CMC will meet during the annual AHS/CARET meeting on March 5, 2017 in Alexandria, VA. At that meeting, the CMC expects to approve the 2017 CMC Plan of Work and Plan of Work Implementation Steps as well as amend the CMC operating guidelines to improve committee efficiency and operations. As the CMC previously reported in September, kglobal and the CMP are pivoting and concentrating on engagement. Further, the CMP will focus upon the BAA initiative areas (water, healthy food systems and people, infrastructure and "top-line funding request".) The targeted educational efforts of kglobal will strategically mirror the work of Cornerstone.

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

5. Attachments:

- a. kglobal Q3 report, below.

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Association of Public and Land-grant Universities 2016 Q3 Insights Report

July 1 – September 30, 2016

Overview

The goal of the Ag Is America project is to be a public, unified voice that communicates the value of the land-grant system in order to protect and grow its federal funding sources. Over the last four- plus years, the Ag Is America brand has become an established and trusted source of information for influencers, stakeholders, the media and the general public.

In mid-Q3, kglobal conducted a strategic planning session to reflect on what we have accomplished over the last several years, which tactics have worked and which are ready to be discarded, and where we should focus our resources going forward. As a result, we presented the CMC with recommendations to strategically shift the focus of the Ag Is America project from “building” to “engagement” through a new content-creation strategy focusing on the BAA priority areas, streamlined internal communications and an emphasis on robust interactions within our digital communities.

With the approval of the CMC, and with support from the Joint Meeting of the Experiment Station and Cooperative Extension Sections in Jackson Hole in late September, our team has been working diligently to implement the recommended changes to the Ag Is America project. We’ve expanded the internal project team to better support our new direction and we finished out Q3 creating some of the foundational documents that will support our efforts moving forward. We are excited to share the initial analysis and results with the CMC in our Q4 report.



Content Creation

Compelling content is important to position Ag Is America as an active, engaged, and creative brand. Unique, visually interesting content is the most important mechanism we utilize to communicate meaningful information to our audiences.

In Q3, 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 **45 blog posts** and nearly **200 social media posts**.

Towards the end of the quarter, kglobal began to shift content ratios to focus on the BAA priority areas: water, healthy food systems, infrastructure and ongoing funding. By the end of 2016, we plan to have completely transitioned our content strategy to focus on these priority areas.

Digital + Social

During Q3, Ag Is America hosted **two Twitter Town Halls** on the Master Gardeners program and the Zika virus. During our weeks-long preparations for each Town Hall, the kglobal team actively targeted local and national media, various stakeholders, faculty and alumni at target schools, and key legislators.

During this quarter, we also conducted **outreach to high-impact bloggers**. This allowed us to use the innovative Twitter Town Hall format to expand the Ag Is America universe. Several well-known and high-impact blogs participated in our Twitter Town Halls by retweeting our tweets and replying to questions from people around the United States. Many of the blogs are now following our Twitter account. kglobal will continue to update and create blogger media lists as appropriate to encourage additional engagement.

The foundation of our social media content is our AgIsAmerica.org website. Every article links back to the website for more information and provides a visitor with the opportunity to return to the original article on the school's website. This quarter, we published **45 new blog posts**, generating thousands of new and recurring page views. We also tweaked the format of our blogs to make them more concise, predictably structured, and appealing to someone clicking on the link. This allowed visitors to more effectively understand how the land-grant system is solving the problems facing the United States.

Website

- Researched and drafted 45 blog posts highlighting the land-grant system's achievements and news, with six longer-form features, including four press releases and two interviews with land-grant experts, garnering over 2,000 quarterly page views

Social

- **Facebook:** 58 daily posts garnered over 50,000 views and 1,000 engagements
- **Twitter:** 112 tweets garnered over 185,000 views

Media Relations

We know that the media can be a powerful ally for the land-grant system. In addition to educating the general public, Ag Is America platforms provide reporters with a trusted place to find information on the land-grant system, its impacts, and its available resources. Ag Is America offers both traditional reporters and online thought leaders and bloggers a steady stream of proactive information via social media, press releases, and story pitches.

Press Releases

Press Release	Total online pickup	Total social pickup	Total potential audience	Social media impressions
LGUs bolster the US Potato Genebank impact	196 outlets	4	87.5 M	10,206
21 LGUs create animal feed database	213	5	88.3M	8,896

- Drafted and submitted two press releases on land-grant universities’ impact on the US Potato Genebank (September 13) and the animal feed database created by twenty-one land- grant universities (August 9).
- *Chicago Business Journal, Arizona Republic, The Olympian, Yahoo!*, and local news outlets in New York, Oklahoma, Pennsylvania, and Florida all picked up the release.

Community Activation

Ag Is America leverages the power of traditional grassroots and grasstops activists, as directed by Cornerstone, to reach new audiences and to amplify our education efforts. As we plan ahead for 2017, a large component of our digital engagement efforts are focused on priming our digital communities for calls to action. kglobal remains in close conversation with Cornerstone on this issue.

Internal Communications

Our team attended the 2016 Joint Meeting of the Experiment Station and Cooperative Extension Sections in Jackson Hole, Wyoming in September. There, we presented on AgIsAmerica’s 2016-2017 communications plan, and participated in additional relevant communication sessions.

In an effort to make our communications with internal audiences more effective and efficient, in Q3 kglobal combined the monthly “news hooks” email into the monthly “Why Ag Matters” newsletter. This streamlined approach ensures our university contacts are receiving not just our requests for specific project support, but are also able to concurrently

view real examples of how we will use those stories and shared resources on the Ag Is America platforms.

In addition, we updated the newsletter template to a cleaner and more visually impactful format. This format allows us to organize content based on priorities, and showcase specific news and updates to communicators.

Newsletters

- In Quarter 3, Ag Is America sent out **three newsletter communications** to internal audiences on July 6 (July newsletter), July 26 (August newsletter), and September 7 (September newsletter).

Month	Opens	Open rate	Click rate
July newsletter	145	31.52%	19.31%
August newsletter	127	33.16%	12.6%
September newsletter	141	31.06%	11.35%

- AgIsAmerica’s open and click rates remains extremely high, compared to the industry average of 24.07% and 3.12%, respectively.
- AgIsAmerica’s original content, typically the press releases, are consistently the most clicked link in the newsletter.

Diversity Catalyst Committee (DCC)

Presenters: Karen Plaut and Jeff Jacobsen

Action: For Information Only

Background:

The Diversity Catalyst Committee (formerly the ESCOP Diversity in Research Leadership Task Force) is being reconstituted with existing and new members. Additional members from CES and ARD are being solicited. Our tasks will be to create goals, metrics, timelines, implementation activities and leadership for the previously identified high priority items from the original report. Four working groups (Recruitment and Mentoring, System Integration, Training, Best Practices) have been formed to work on the action items, Work will be completed electronically and submitted to ESCOP when complete.

Committee Members

Karen Plaut (Chair) Purdue University	Wes Burger, Mississippi State U
Charles Boyer, Montana State University	Alton Thompson, ARD
Jackie Burns, University of Florida	Rick Rhodes, NERA Ali Fares,
Prairie View A&M University	David Leibovitz, NERA
Tim Phipps, West Virginia University	Sarah Lupis, WAAESD
Soyeon Shim, University of Wisconsin-Madison	Chris Hamilton, NCRA
Cynda Clary, Oklahoma State University	Jeff Jacobsen, NCRA Doze
Butler, Southern University and A&M College	
Shannon Archibeque-Engle, Colorado State University	CES tbd; ARD tbd

As a highlight of these high priority training items, a number of activities will occur at the CARET/AHS meeting March 6-8, 2017. These trainings were made possible through the ESS/ARD approval of a training budget focused on programs and activities recommended by the initial Diversity Task Force.

Per PBD discussions from the last meeting at the APLU Annual Meeting, Elaine Turner (APS Chair from UFL) and Jeff Jacobsen have been in communication regarding future program and training activities across APLU Sections. In addition, initial Planning Committee discussions for the ESS/ARD annual meeting in Philadelphia, PA include a session on diversity and inclusion.

The three trainings that are occurring during the CARET/AHS meeting are:

Session I Intercultural Development Inventory (IDI) – Banneker Room

(ESCOP and other colleagues),

Dr. Pamala Morris, Assistant Dean, Office of Multicultural Programs, College of Agriculture, Purdue University

The IDI assessment (<https://idiinventory.com>) will form the basis for a group discussion focusing on cultural differences and commonality from this leadership group. Group and individual perspectives will provide comparative evaluation to established profiles with action steps identified for future advancement an intercultural mindset.

Session II Applying the Multicultural Organization Development Model (MCO) – Bell Room

(Leadership, regional research and Extension associations, NIFA)

Dr. Shannon Archibeque-Engle, Director of Diversity and Retention, College of Agricultural Sciences, Colorado State University

How do you create, maintain, and lead a multicultural organization? This session categorize an organization, including an educational or research organization. This interactive session will introduce the MCO model, provide participants with specific criteria to categorize your organization, and supply a step-by-step process to lead your organization toward its goals with specific next steps.

Session III Diversity and Inclusive Excellence – Curie Room

(Leadership, regional research and Extension associations, NIFA)

Dr. Shannon Archibeque-Engle, Director of Diversity and Retention, College of Agricultural Sciences, Colorado State University

This highly interactive session will create diversity and inclusion practitioners who feel competent and confident and who are prepared to impact the climate and culture of their organization towards Inclusive Excellence (Williams, 2007). Outcomes of this session: Develop awareness, knowledge, and skills to understand and enhance multicultural competency, Integrate Inclusive Excellence in the planning, implementation, and evaluation of programs and services, Equip participants with skills to proactively affirm and promote diversity and inclusion, Develop diversity and inclusion practitioners who feel empowered to advocate for diversity and inclusion, and Practice intervention skills to support diversity and inclusion.

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Appendix A: MRC Detailed Table	MRC Lead Reviewer	Current Proj # (Temp #)	Title	NCRA AA	MRC Recommendations
New/Renewal projects					
19.1.01	Merchen	NC7 (NC_temp7)	Conservation, Management, Enhancement and Utilization of Plant Genetic Resources	Wintersteen	<p>Plant genetic resources acquired from all over the world and conserved at the North Central Regional Plant Introduction Station (NCRPIS) support the role of the NC region as the major grain production area of the world. The NC7 project is part of the National Plant Germplasm System (NPGS) to conserve, characterize, evaluate, and distribute germplasm to stakeholders including researchers, educators, and commercial producers worldwide. It addresses multiple priorities including global food security, value-added genes in conventional breeding and molecular biology, new plant species for agricultural production, nutritional quality of plant and food products, and natural resource and ecosystem quality. The NCRPIS has been partially funded as NC7 since 1947 and by the USDA-ARS. Iowa State serves as its host institution. Membership of the multi-state committee includes an array of prominent plant breeders primarily from the NC region. Participants in NC7 have used these germplasm and information resources to improve crop genetics and production technologies, and to enhance the health and nutrition of society. The project identifies six objectives that revolve around a general theme of a coordinated national acquisition and management of plant germplasm. The</p>

					<p>project proposal includes a thorough and sufficiently detailed section on Methods and discussion of contributions of individual stations to the project. Milestones for measuring progress and results are well presented. Review by the AA is positive in all categories and recommends approval. This is an important committee that fulfills an important function.</p> <p>MRC Recommendation: Approve as is.</p>
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19.1.02	Jacobsen	NC1200 (NC_temp1200)	Regulation of Photosynthetic Processes	Benning	<p>NC1200 is a long-standing and strong committee with a history of individual as well as integrated group accomplishments across the complex and the multiple scales of photosynthetic processes. Collaborations are national in scope with USDA ARS scientists, all with diverse expertise on different aspects of photosynthesis. This provides an excellent forum for multistate photosynthesis research and progress towards our understanding of fundamental processes. This team is highly successful resulting in high impact papers and associated outcomes. The reviewers recommend some thought be given to enhancing the Outreach Plan beyond peer review publications and interactions at professional conferences. The MSU hosted undergraduate intern program in plant genomics is acknowledged. NC1200 members are encouraged to explore other innovative outreach approaches with other stakeholders. Periodic connections to other multistate projects might afford some opportunities for additional transfer of results. The report for the 2016 annual meeting is missing in NIMSS. Very minor suggestions are provided to enhance the project renewal.</p> <p>Approve pending minor revision.</p>
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<p>19.1.03</p>	<p>Smith</p>	<p>NC1201 (NC_temp1201)</p>	<p>Methods to Increase Reproductive Efficiency in Cattle</p>	<p>Hamernik</p>	<p>The overarching goal of this regional research project is to sustain the beef and dairy industries and thereby improve production of milk and meat by increasing reproductive efficiency through development and testing of breeding technologies/protocols. With a 25 year history, this project (including its predecessors NC-113, NC-1006 and NC-1038) has contributed greatly to development of several reproductive management tools (breeding/timed insemination programs) to maximize pregnancy rates and impact on beef and dairy industries has been significant given visibility and rates of adoption of such programs. Equally important to the success of this project has been the nature of the collaborative work performed (breeding trials replicated at different stations) given the large numbers of animals needed to determine statistical significance with pregnancy (binomial) data and greater industry relevance of trials conducted in different states/production settings. Objectives of the current project are to 1) Increase the efficiency and predictability of sustainable reproductive technologies and management programs for cattle, 2) Evaluate mechanisms that regulate reproductive processes impacting production efficiency in cattle, and 3) Disseminate reproductive management information to stakeholders to improve sustainability of cattle enterprises. The</p>
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				<p>proposal satisfactorily addressed previous specific accomplishments and relationship of work proposed in this project to focus of other regional projects. This proposal is unique from previous efforts in that an objective with a more fundamental emphasis (Objective 2) focused on mechanisms that regulate reproductive processes is included. However, the proposal lacks clarity in objectives and approach. The species emphasis (beef versus dairy or both) in objectives is unclear from proposal. As written, it is unclear whether dairy cattle are a focus at all in proposed studies despite listing as a SOI at several stations. Objective 1 focuses on improvement of technologies for fixed time or split time AI and compatibility for use with sexed semen in beef cattle and approach and potential for participation for stations listed is clear. Objective 2 is mechanistic, but details of approach, species emphasis and contributions of specific stations are lacking. Objective 3 (dissemination of findings) methods section is focused solely on beef cattle and past accomplishments. Milestones sections does address future approach and efforts in beef cattle. Despite omission under objectives, dairy cattle are included in the outreach plan.</p> <p>Recommend approval pending minor revision.</p>
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19.1.04	Cuomo	NC1202 (NC_temp1202)	Enteric Diseases of Food Animals: Enhanced Prevention, Control and Food Safety	<p data-bbox="1226 151 1304 175">Blecha</p> <p data-bbox="1404 151 1896 508">The members of NC_temp1202 are a strong, productive research group whose work addresses enteric disease in food-producing animals. This multistate project brings together a collection of experts to address important issues related to enteric disease and pathogens of food producing animals, many of which have zoonotic implications. The proposal is accepted with minor revisions.</p> <p data-bbox="1404 558 1791 621">There are several issues that would strengthen the proposal.</p> <ul data-bbox="1404 672 1896 1401" style="list-style-type: none"> - The proposal reads as a collection of scientists coming together around a common area of interest. This is the idea of a multi-state committee, so there is nothing wrong in that. The synergy's, collaborative efforts and impacts of working together is less clear. Highlighting the 'tangible research benefits of the multistate committee collaborations' would strengthen the proposal. - Providing some specific examples under Milestones would strengthen the proposal. - The group works across species, but much of the introductory information is focused on swine. Adding some of the breadth that the project will address into the introductory sections would strengthen the proposal.
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					<p>- In Statement of Issues and Justification, there is discussion of Antimicrobial Resistance and the ability of this group to impact mitigation of this issue. If this is indeed going to be a focus of this group, it should be more clearly identified in the Objectives and Methods. I also think that other multi-state committees may be taking up this work. I am aware of NC-temp1206. Insuring that multi-state committees are complimentary and not duplicative is important. How this will be addressed should be included in the proposal.</p> <p>Recommend approval pending minor revision.</p>
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19.1.05	Jacobsen	NC140 (NC_temp140)	Improving Economic and Environmental Sustainability in Tree-Fruit Production Through Changes in Rootstock Use	<p>Perry</p> <p>NC140 is a highly productive project (decades) that has demonstrated and this proposal reflects their on-going and cumulative efforts across regions, nations and globe. Given the nature of tree-fruit production coupled with changes in rootstocks, this continuum spans numerous 5-year multistate project periods. This integrates new genetic tools and global rootstocks applied to an ever-expanding list of tree-fruit plantings. NC140 received the 2015 NCRA and the National Excellence in Multistate Research Award and this proposal reflects continuing excellence across institutions, stakeholders, tree-fruits and rootstocks. This is a quality proposal.</p> <p>Reviewers were highly supportive of their past efforts and strong likelihood of continued success based upon their proposal for 2017-2022. The entirety of the proposal provided the necessary elements of the proposal. Only several very minor points need to be addressed: 1) Multiple reviewers could not find documentation that a CRIS search had been performed (reference II. 1. and 2.) that a review of potential duplicative research projects within NIMSS (reference II.3.). While it may be presumed to be the case in both instances, the authors should provide definitive statements that address these database searches to mirror the thoroughness and overall quality of the proposal. All meeting reports are current</p>
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					<p>and informative.</p> <p>Approve pending minor revision.</p>
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19.1.06	Merchen	NC170 (NC_temp170)	Personal Protective Technologies for Current and Emerging Occupational and Environmental Hazards	DeLong	<p>This committee and its work are interesting and doing some cool things. The committee focuses on design/development of Personal Protective Equipment (PPE) that provides protection in hazardous environments but retains flexibility and comfort that do not interfere with performance of essential tasks. Participants represent a broad range of disciplinary expertise. Development of PPE requires analysis and research in a wide range of component areas, including functional textile and materials science, advanced materials testing and evaluation, anthropometrics and ergonomics, implementation of textile sensing technologies, garment design and testing, as well as outreach and policy-making. The project proposal includes a very well-done discussion of related, current and previous work. There are four objectives presented. Objectives are fairly specific and contributions of individual stations to addressing each objective are identified. Review by the Administrative Advisor was very positive and recommended approval of the proposal.</p> <p>MRC Recommendation: Approve as is.</p>
19.1.07	NA	NC1199	N-3 polyunsaturated fatty acids and human health and disease	Jackson	Allow project to expire as scheduled.

19.1.08	Cuomo	NC1198 (NC_temp1198)	Renewing an Agriculture of the Middle: Value Chain Design, Policy Approaches, Environmental and Social Impacts	Colletti	<p>This proposal incorporates the social dimensions of agriculture which are often overlooked, but are so important to adoption of any technology and societal perceptions of agriculture. The proposal also focuses on better understanding the viability and drivers for the mid-sized farms that are often considered the foundation of the U.S. food production system and rural communities. This project is approved with minor revisions, or answers to clarifying questions.</p> <p>Questions:</p> <p>Objective 3. Identify and assess the environmental and natural resource contributions of mid-sized farms. The proposal would be strengthened by more clearly connecting the different perspectives of this topic addressed in the proposal. The document acknowledges the lack of research on environmental impacts of small and mid-sized farms (Related Current and Previous Work – Environment), but then goes on to state that the ‘Land in mid-sized family farmsprovides numerous ecosystem services’. The Methods for objective three seem to focus on environmental values and perceptions, which will be useful information, but does not appear to match the objective of ‘...assessing the environmental and natural resource contribution of mid-sized farms’. It is not that I would recommend removing this objective, but better connecting what is known, what will be done and what will be</p>
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					<p>learned would be helpful.</p> <p>Objective 5. Build the capacity of project members to investigatepolicy issues surrounding mid-scale supply chains'. The methods talk about what the group will do, it does not identify how (the method) they will go about attaining this policy knowledge or what they will do with the knowledge once they have become more familiar with how to address policy issues.</p> <p>Last paragraph of Statement of Issues: We request funds. I am not sure what this refers to.</p> <p>Recommend approval pending minor revision.</p>
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19.1.09	Merchen	NC_temp1205	MONARCH BUTTERFLY CONSERVATION	Wintersteen	<p>This is a proposal for a new NC project. Declines in monarch populations east of the Rocky Mountains have been attributed to loss of overwintering forest habitat in Mexico and to the loss of milkweed in the monarch's spring and summer breeding habitat in the United States. Broadly, this project intends to explore the knowledge gap in the relationship among monarch breeding success, milkweed density and species composition, adult foraging and roosting habitat patches, and their spatial distribution in the landscape. A multi-state approach will coordinate efforts and stimulate communication and collaboration among participants representing different disciplines. The participant directory in the proposal lists 17 scientists from 9 academic institutions and ARS. Five well-stated objectives are presented; 1) Develop cost-effective methods to establish and maintain milkweeds and companion plants in rural landscapes; 2) Determine optimal breeding habitat patch characteristics and spatial arrangements to maintain and promote populations viability; 3) Establish survey and sampling protocols to monitor milkweed and larval and adult monarch populations; 4) Communicate research results to stakeholders through a variety of educational outreach activities; 5) Determine socio-economic constraints and opportunity for private landowners to engage in monarch conservation practices. Objectives seem clear and appropriate to</p>
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				<p>the goals of the project. Fulfilling those objectives will require a range of disciplinary and methodology expertise including habitat evaluation, modeling of habitat characteristics, sampling design and methodology, and outreach education specialists. There is no discussion of how the participants represent this range in expertise that will be necessary to successfully advance the project objectives. This reviewer would recommend that some commentary be added that elaborates on the nature of disciplinary diversity represented by the participants to assure that the objectives will be fully navigated. Review by the AA is very positive and recommends approval.</p> <p>Recommendation: Approve pending minor revision. Some discussion should be added that offers definition of the disciplinary and methodology expertise of the participants and how the expertise of individuals will meld into a cohesive effort to address the proposal objectives.</p>
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19.1.10	Scholl	NC_temp1206	Antimicrobial Resistance	Smith	<p>The committee’s proposed multistate research is timely and important. The committee brings together diverse expertise from across the region and the country. The project’s objectives are well linked with national priorities and needs. The work proposed under each objective is cutting-edge and is likely to contribute to our understanding of the development of antimicrobial resistance and its maintenance within the various ecological spheres in the animal-food-human interface space. The annual meetings of the committee will provide valuable opportunities for the respective states’ research groups to critique and think about one another’s results and to develop innovative ideas for the follow-on work and possibly combining efforts in unique transdisciplinary collaborations among groups.</p> <p>However, the inter-laboratory collaboration proposed is rather weak. For the most part, with two exceptions, each station will be doing work that does not clearly interdepend on other laboratories represented in the committee. This multistate project could potentially achieve groundbreaking synergies by planning strategic collaborations wherein material, expertise and information flow between laboratories, enabling the full team of participating laboratories to achieve accomplishments that could not be achieved by continuing their respective parallel activities. Most of the research plans</p>
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				<p>presented consist of each laboratory simply following their respective approaches on their respective materials. While the plan serves to prevent duplication, it does not capture the synergizing power of collaboration. The potential for synergy extends beyond the discovery research itself to suggest a stronger and more specifically thought out collaboration with and among extension programs. In this regard, the intended collaboration between UI and PU in extension program content is good, but there is apparently no expectation of disseminating results from other project objectives or pushing results into extension channels in other states.</p> <p>The committee should revise the project proposal in two ways. First, demonstrate interdependence among sub-objectives and strive toward synergizing the research and the extension. Describe how the sub-objectives performed by different laboratories at different stations relate to one another. Also, develop a plan to use the annual meetings as a means of planning synergizing research among laboratories that takes advantage of the diversity of methods, expertise, materials and conditions represented within the committee. Second, demonstrate that the CRIS database and the NIMSS dabase have been searched to ensure that the research proposed is not duplicative existing activity</p>
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					<p>underway within the system. Recommend approval following revision.</p>
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<p>19.1.11</p>	<p>Scholl</p>	<p>NCERA184 (NCERA_temp184)</p>	<p>Management of Small Grain Diseases</p>	<p>Lamkey</p> <p>Small grains diseases is an important and valuable multistate activity. Committee participants should strive to derive the most value possible from it. To that end, it participation should be broadened to include more of the states that should have a logical interest. At the least, these would include Kansas, Nebraska, South Dakota and North Dakota, and probably others. The expected outcomes and impacts require more thought and editing. There are seven objectives and sub-objectives, but only six outcomes and impacts. The objective four impact seems to be in the wrong place. The outcomes overall are rather generic and do not reflect this expert panel’s collective awareness of what needs to be accomplished specifically over the next five years.</p> <p>While one would expect that these experts are well aware of the work being done by other laboratories, there is no evidence of having analyzed the database to ensure that duplicative work has not been initiated elsewhere in the system. In fact, with so few participants, there is likely to be other work that should be coordinated with NCERA 184.</p> <p>Another opportunity to increase the impactful reach of this multistate activity is to reach out to the research or technical committees of the small grains national organizations. Just one example is the research committee of the National</p>
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					<p>Association of Wheat Growers. The committee's integrative work can extend its reach by ensuring that the NAWG research committee is well aware of the scientific issues and advancement as the latter gears up for Farm Bill content development. Minor revision and resubmission is recommended.</p> <p>Approve pending minor revision.</p>
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19.1.12	Smith	NCERA225 (NCERA_temp225)	Implementation and Strategies for National Beef Cattle Genetic Evaluation	Bertrand	<p>The US Beef Industry lacks integration and is composed of distinct competing segments within and across the numerous breeds in the US. Independent breeders and breed associations control genetic improvement of individual cattle populations and common goals are lacking relative to livestock industries that are heavily integrated. Hence, national cattle evaluation systems (NCE) historically have occurred through collaborations between breed organizations and specific land grant universities. The NCERA has played a key role in coordinating success of NCE efforts through exchange of information to help coordinate research activity, software development and producer education. That effort has intensified as financial support for NCE has diminished and incorporation of genomic data into NCE programs has increased significantly. Objectives of the current project are 1) Provide a venue for the discussion and exchange of information for the many disconnected and diverse research activities--biological, genomic, statistical, computational, and economical--that support National Cattle Evaluation (NCE), 2) Develop through this exchange new tools for delivery and use of beef cattle genetic research, including genomic information, to beef breed associations and beef cattle producers, 3) Update the beef cattle industry on current developments in beef breeding and genetics research including changes in genomic tools and analyses and</p>
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					<p>4) Collaborate with appropriate groups (eg. BIF, and USDA/NIFA funded Integrated Projects) on research and outreach. Justification for the project and goals and objectives for the next project period are clearly stated as are the approach (es) to be utilized and the nature of collaborative activities between project participants and with industry. Limited information is provided on expected outcomes but given the nature of NCERA projects, this is easily inferred from objectives.</p> <p>Recommend approval as-is (?)</p>
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<p>19.1.13</p>	<p>Jacobsen</p>	<p>NCERA103 (NCERA_temp103)</p>	<p>Specialized Soil Amendments and Products, Growth Stimulants and Soil Fertility Management Programs</p>	<p>Rosen</p> <p>NCERA103 has a long, productive history of applied research and Extension work across the myriad of new and non-traditional products and their impacts on crop production and soil productivity. The varied nature of the products, state differences in product marketing/naming, and registration practices coupled with the significant lack of financial support for research with this products is noted. The objectives, outcomes and impacts of this collaborative project are clear, appropriate and, in reality, time tested to provide unbiased research and Extension-education as resources permit. Given that most of the research may not be publishable in peer reviewed journals, the continued use and expansion of the ISU-hosted Compendium of Research Reports (as well as NIMSS annual reports) is extremely valuable and openly available to all visitors (analytics summary). NCERA103 provides a valuable service through their efforts evaluating non-traditional products. No other multistate project provides this long-standing effort.</p> <p>Peer reviews were highly supportive of the project renewal as reflected in the Good to Excellent across all research and Extension metrics. Fair to Needs Improvement ratings were provided in the Academic impacts subsection of the Evaluation Form. Given the nature of the work and the research and Extension assignments from this very dedicated group of participants, this</p>
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					<p>category is simply not applicable. All meeting reports are current and highly informative.</p> <p>Approve as-is.</p>
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19.1.14	Scholl	NCERA224 (NCERA_temp224)	IPM Strategies for Arthropod Pests and Diseases in Nurseries and Landscapes	Payne	<p>The need for the coordinating work of this committee is well justified in the statement of issues and justification. The committee appears to have has a strong history of delivering outputs. Similarly, the committee has a well-established method of work that it expects to carry forward into the newly proposed five year project. However, it would be beneficial for the committee to be more intentional about envisioning its next five years of coordinating work and propose specific and measurable outputs.</p> <p>Minor revisions to articulate outputs and associated expected impacts is recommended. The committee is also asked to file the report of its most recent annual meeting (Chris sent a reminder on 3/10/2017)</p> <p>Approve pending minor revision.</p>
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19.1.15	Merchen	NCERA_temp218	Health, well-being, and economic opportunity for LGBT persons in rural communities	Hughes	<p>This is a proposal for a new NCERA project. Proposal relates to formation of a coordinating committee with primary function of sharing and distributing information rather than a direct research focus. There is significant presence and contribution to diversity from LGBT persons in rural communities. A continuing “urban bias” exists that fosters a notion that sexual minorities belong in urban areas and assimilate into gay communities and culture. However, outmigration of LGBT persons may result in increased homogeneity of the population in rural communities. Social inclusion of LGBT people in rural communities can be important by adding to productivity, improving health, and building social capital. The proposal itemizes four objectives: 1) Define the research vision by establishing a baseline with the current state of research on health, well-being, and economic opportunity for LGBT persons in rural communities (one of the project reviewers states that “...little to nothing is known...” on the topic; 2) Develop infrastructure by holding annual meetings for researchers to gather and share resources, knowledge, experience and expertise; 3) Achieve translation of research findings by having an annual outreach activity in conjunction with our annual meeting; and 4) Create a pipeline throughout the project to expand research, teaching, extension/outreach, and community engagement that will be</p>
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				<p>ongoing. Objectives are well-stated and represent the information sharing expected of an ERA project. A concern to this reviewer is the limited number of participants identified in Appendix E. There are currently only five participants entered for the project including three from one institution. Obviously, the robustness of the committee activities would be enhanced by increase participation. This point needs to be discussed at our MRC meeting. Four reviews (Appendix J2) were filed; one is from the AA and three from independent researchers (in lieu of an AC review). All reviews were very positive and ranked the proposal as Good or Excellent in all categories. All reviews recommend Approval with normal revision and suggestions for revision from the reviewers are included below.</p> <p>Recommendation: Approve pending minor revision. The following suggestions were provided by project reviewers and by the MRC reviewer:</p> <ul style="list-style-type: none"> • Limited number of participants reduces the scope and impact of the committee efforts; serious efforts should be undertaken to recruit additional participants in the project • Add a bullet point that states that collaborative teams for grants will be facilitated through the coordinating committee
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19.1.16	NA	NC_temp214 (NCERA214 moving to an NC-type)	<i>Increased Efficiency of Sheep Production</i>	<i>Minton</i>	NA
19.1.17	Jacobsen	NCCC215 (NCCC_temp215)	Potato Breeding and Genetics Technical Committee	Hammerschmidt	<p>NCCC215 has a good history of collaboration, coordination and idea exchange with the primary potato breeding and genetics programs in the NC region. Variety evaluation, germplasm enhancement, methodology advancement, production, pest and stress management in the context of potato research provide ongoing themes. Annual meeting attendance across the spectrum of regional to national LGUs (scientists, grad students, post docs) is excellent, with Canadian scientists and USDA ARS actively participating. Industry participation appears to be limited which is surprising given Objective 3 across the spectrum of benefiting stakeholders (producers, seed producers, fresh market, packers and frozen products). The Procedures and Activities are clearly defined with Expected Outcomes and Impacts articulated.</p> <p>Peer reviewer ratings were Good to Excellent across most required metrics. Two areas identified as Needing Improvement include: clear demonstration of moving from individual projects to a collective, interdependent activity and technology transfer to clientele. The former may be due in part to the stated Day 1 of state-by-state format. In addition, it would be helpful to</p>

					<p>succinctly state how NCCC215 interfaces with other projects (e.g. NRSP6, NE1231). The later reflects actual attendance and a modest plan (that could be enhanced) to more broadly communicate results with a broader array of stakeholders. Should the release of new varieties be an “ultimate” impact of this work? The report for the 2016 annual meeting is missing in NIMSS. Minor suggestions are provided to improve this project renewal.</p> <p>Approve with minor revision (based upon above comments).</p>
Midterm Reviews					
19.2.01	Hamilton	NC1171	Interactions of individual, family, community, and policy contexts on the mental and physical health of diverse rural low-income families	Shirer	Continue
19.2.02	Hamilton	NC1173	Sustainable Solutions to Problems Affecting Bee Health	Linit	Continue
19.2.03	Hamilton	NC1177	Agricultural and Rural Finance Markets in Transition (NC1014, NC221, NCT-194)	Ellinger	Continue

19.2.04	Hamilton	NC1178	Impacts of Crop Residue Removal for Biofuel on Soils	Pierzynski	Continue
19.2.05	Hamilton	NC1179	Food, Feed, Fuel, and Fiber: Security Under a Changing Climate	Ponce de Leon	Continue
19.2.06	Hamilton	NC1180	Control of Endemic, Emerging and Re-emerging Poultry Respiratory Diseases in the United States	LeJeune	Continue
19.2.07	Hamilton	NC1181	Enhancing resiliency of beef production under shifting forage resources	Hamernik	Continue, have AA encourage more collaborations across state and include evidence of extramural funding in annual reports.
19.2.08	Hamilton	NC1182	Management and Environmental Factors Affecting Nitrogen Cycling and Use Efficiency in Forage-Based Livestock Production Systems	Benfield	Continue
19.2.09	Hamilton	NC229	Detection and Control of Porcine Reproductive and Respiratory Syndrome Virus and Emerging Viral Diseases of Swine	Benfield	Continue
19.2.10	Hamilton	NCCC209	Agricultural Bioethics	Benfield	Terminate early/let expire as scheduled.

19.2.11	Hamilton	NCCC210	Regulation of Adipose Tissue Accretion in Meat-Producing Animals (NCCC210)	Kinder	Continue
19.2.12	Hamilton	NCCC42	Committee on Swine Nutrition	Merchen	Continue
19.2.13	Hamilton	NCCC9	MWPS: Research and Extension Educational Materials	Lawrence	Continue
19.2.14	Hamilton	NCERA137	Soybean Diseases	Niblack	Continue
19.2.15	Hamilton	NCERA214	Increased Efficiency of Sheep Production	Minton	Continue
19.2.16	Hamilton	NCERA215	Contribution of 4-H Participation to the Development of Social Capital Within Communities	Colletti, Menestrel (NIFA?)	Continue
19.2.17	Hamilton	NCERA216	Latinos and Immigrants in Midwestern Communities	Hibbard	Continue
19.2.18	Hamilton	NCERA217	Drainage design and management practices to improve water quality	Kanwar	Continue
19.2.19	Hamilton	NCERA3	Soil and Landscape Assessment, Function and Interpretation	Ransom	Continue
19.2.20	Hamilton	NCERA57	Swine Reproductive Physiology	Hamernik	Continue, send on NCAC6 review suggestions for future reports.

- End of Document-

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