

Strategic plan

Office of the Director of Land Grant Programs¹

(Rhode Island Agricultural Experiment Station and Cooperative Extension)

2000-2004

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SUMMARY

Statement of issues: Administration of the Rhode Island Agricultural Experiment Station (RIAES) and Cooperative Extension (RICE)—collectively the “Land Grant Programs”—must implement the 1998 Farm Bill. RIAES and RICE must revise and develop multistate research and extension collaborations, integrate research and outreach, and comply with rigorous standards for performance and accountability. Standards include new requirements for stakeholder listening, peer and merit review, and civil rights compliance.

Land Grant Program administration must also overcome lack of State and University funds, and meet the requirements for matching state support to federal formula funds (Hatch and Smith-Lever Acts). Administration will manage funds using principles of outcome funding.

Target audiences:

- URI faculty and staff.
- University, State, and federal governing bodies and affiliated agencies.
- Agricultural and aquacultural producers, suppliers, researchers.
- Conservation and environmental organizations.
- Community child and elderly care providers.
- The Public at large and their descendants.

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Outputs (results):

- Full implementation of the 1998 Farm Bill.
- Minimized management burdens on faculty and staff.
- Enhanced awareness of outcomes of Land Grant Programs.
- Expanded and stabilized funding.

Outcomes (impacts):

- Maximum support and service provided to affiliated faculty and staff and their departments.
- Growing quality and quantity of products and services provided to the public as a return on their tax investment.

Key Program Components:

- Programmatic integration of RIAES research with Cooperative Extension outreach.
- Increased responsiveness to stakeholders for priority setting.
- Enhanced management efficiency through web and data base technologies.
- Increased visibility via the web and published media.

Milestones:2000:

- Restructure RIAES and RICE into integrated Land Grant Programs at URI.
- Enhanced web and print media; launch of 41°N, joint Land and Sea Grant publication.

2001:

- Enhanced funding for specific initiatives (Biotechnology, Sustainable Communities).
- Greater use of web and data base technologies for management.
- Increased use of stakeholder listening in priority setting.

2002:

- Increased involvement of both RIAES and RICE in multistate programming.

Internal linkages:

- All URI academic departments related to agriculture, the environment, or related social sciences.
- Vice Provost for Research; Provost.

External linkages:

- Northeast Regional Association of experiment stations (NERA).
- Northeast Extension Directors (NEED).
- Northeast Regional Aquaculture Center.
- New England Consortium of Extension Directors.
- State and Federal governments and collaborating agencies.

Related outreach projects:

- Integration of RI Agricultural Experiment Station with RI Cooperative Extension across seven program areas.

Related research projects:

- Broad spectrum of USDA, EPA, NIH, NSF and other agency collaborations.

Related multi-state collaborations:

- Hatch Multistate Administration (basis for interactions with NERA).

VISION STATEMENT

The goal of the Office of the Director of Land Grant Programs is standard-setting leadership for integrated, outcome-oriented programs that reinvigorate the Land Grant mission of the public research university in Rhode Island.

MISSION STATEMENT

The mission of the Office of the Director of Land Grant Programs is to implement the federal/state partnerships of the Agricultural Experiment Station and Cooperative Extension in Rhode Island; to maximize production of enduring public good returned for the public's investment; and to serve affiliated faculty and staff of the University of Rhode Island.

BACKGROUND

After three years of interim leadership,² in July 1999 Rhode Island Cooperative Extension (RICE) was placed under an interim³ joint directorship with the Rhode Island Agricultural Experiment Station (RIAES), with a single Director reporting to the Vice Provost of Marine and Environmental Affairs.

An integrated Plan of Work covering both RIAES and RICE for fiscal years 2000-2004—submitted by the Director to the United States Department of Agriculture (USDA) Cooperative States Research, Education, and Extension Service (CSREES)—took effect in October 1999. The Plan responds to the Agricultural Research, Extension, and Education Reform Act of 1998 (AREERA, or “the 1998 Farm Bill”). It outlines seven integrated RIAES and RICE programs, multistate collaborations in both research and extension, and enhanced roles for stakeholders in setting priorities.

In January 2000, the Vice Provost of Marine and Environmental Affairs, who also served as Dean of the College of the Environment and Life Sciences (CELS), left the University. RIAES and RICE were placed under the Interim Dean of CELS⁴. At the same time, the Vice Provost's administrative responsibility for the Environmental Biotechnology Initiative moved to the Director of RIAES.

When the interim joint directorship was formed, it was agreed to create two new half-time Associate Directors to help with Extension. Budget shortfalls prevented this in FY2000 and again in FY2001.

In July 2000, the Director proposed a new Table of Organization for RIAES and RICE—based on three new positions, Director, Associate Director, and Assistant Director of Land Grant Programs—as a permanent management structure for both RIAES and RICE (*see* Appendix I). The new Director of Land Grant Programs would replace both the Director of RIAES and the interim Director of RICE with one individual. It was proposed that the new Director would report to the Vice Provost of Marine and Environmental Affairs.⁵

2 Dr. David Caruso was Director, 1996—1998; Dr. Howard Foster was Director, 1998—1999.

3 Through June 30, 2001.

⁴ The duties of the Vice Provost were divided between the interim Deans of CELS and the Graduate School of Oceanography. The Director thus reported to the Dean in his capacity as interim Vice Provost.

⁵ Prior to 1996, the Dean of CELS (previously College of Resource Development and former College of Agriculture) was also Director of RIAES and Director of RICE, and reported to the Provost. Although most Deans of land grant colleges of agriculture and natural resources are also AES Directors, most are *not* also CE Directors. Placement of CE in University Tables of Organization is widely variable.

The current Office of the Director of RIAES and RICE has several responsibilities. Critical elements include

- Two full-time directorships;
- Oversight of the Environmental Biotechnology Initiative;
- Reform of both RIAES and RICE to comply with AREERA; and,
- Management of two austerity budgets.

The integrated Plan of Work provides a broad programmatic framework for RIAES and RICE but it does not provide sufficient clarity from which to reasonably assess the Office of the Director. Given the demands on the Office, fiscal constraints on both RIAES and RICE, and uncertainty over placement of RIAES and RICE in the University's Table of Organization, this is an appropriate time to develop a specific Plan for that Office.

Accordingly, the purpose of this Plan is to set out expectations and goals for an Office of the Director of Land Grant Programs (ODLGP), to be used to assess the desirability of permanently altering the administrative Table of Organization and as a basis for future evaluations of that Office. If it is decided to return to separate administrations for RIAES and RICE, new Directors would require separate Plans for their respective offices.

STATEMENT OF ISSUES

Central to the interests of both RIAES and RICE is the on-going implementation of the 1998 Farm Bill. This bill rewrote the Hatch Act of 1882—which established the national system of State Agricultural Experiment Stations at each Land Grant College or University—and the Smith-Lever Act of 1914—which established a national Cooperative Extension Service that is also affiliated with the Land Grant institutions. The Farm Bill reconfigured traditional regional research collaborations,⁶ required greater integration of research and outreach, and set new and more rigorous standards for performance and accountability.

Formal federal guidelines are still being written to translate the Farm Bill's new requirements for stakeholder listening, integration of research and outreach, multidisciplinary research, multistate collaboration for research and outreach, peer and merit review, and civil rights compliance⁷ (the latter with requirements to address the needs of “underserved populations”). Responsibility for guidelines is shared by the USDA and the states, using regional associations as the primary means for coordination. RIAES's regional association is NERA, the Northeast Regional Association (of Directors of Agricultural Experiment Stations). Its Extension counterpart is NEED (Northeast Extension Directors). NERA's Office of the Executive Director (OED) is supported by contributions from its member stations. For its contribution, Rhode Island receives extraordinary value from the NERA OED in regional and national leadership, coordination of regional collaborations, and effective representation with CSREES. NEED does not have an OED and lacks the

⁶ Hatch Regional Research Funds (RRF) were created by Congress in 1956, to be used for collaborative research involving two or more states. In FY1999, 32% of Rhode Island's AES funds were RRF.

⁷ This remains the subject of debate involving NASULGC, the Stations, and the Administrator of CSREES. It was agreed in 1999 that the compliance issues would be separated from Plans of Work, with the Stations and NASULGC arguing that University compliance issues are adequately addressed through Department of Education regulations. In September 2000, the departing CSREES Administrator, Charles Laughlin, again requested links between Plans of Work and Compliance issues, and NASULGC and the Stations appealed in October and the incoming Administrator placed the matter on hold in November.

leadership and vision available to NERA. In responding to AREERA, new RIAES project guidelines are congruent with emerging regional and national guidelines.

A second issue for both RIAES and RICE is lack of State and University funds. The Land Grant Programs are required to have matching state funds for their federal funds. Given very little in University support for operations, RIAES and RICE meet match primarily through the assignment of portions of faculty research time to station or extension projects as “release” (from 100% teaching), with salary and benefits calculated for the amount of time (i.e., through “in-kind match”). Both RIAES and RICE are operating under austerity budgets. Despite cutbacks in personnel throughout the 1990’s, normal operations are severely constrained. Rhode Island’s situation is highly unusual. Most states provide multiples of match to federal funds, on average matching federal formula funds for Experiment Stations by nearly 6 to 1 and for Extension by nearly 3 to 1 (*see* Appendix II: Funding the Land Grant).

ENVIRONMENTAL ANALYSIS

The ability of RIAES and RICE to fulfill expectations of URI faculty, administration, constituents, and state and federal governing bodies over the next five years will be affected by internal and external environments. While the focus here is on the Office, many of the following environmental elements also directly pertain to RIAES and RICE programs themselves. The following analyzes the strengths, weaknesses, opportunities and threats (SWOT) of those environments.

Internal Environment

Strengths

The ODLGP has an experienced and dedicated staff performing with great competence and creativity. The degree of knowledge required to deal with complex federal, state, and University agencies and their regulations and procedures cannot be overstated, and current staff members are masters of their domains. Staff is working to reduce routine daily office chores through greater use of networked relational databases and new information technologies. Staff computer expertise, provided by a RICE administrative graduate assistant and the RIAES web programmer, is being used to facilitate this.

The ODLGP benefits from close relations with the administration of CELS and the continued support of CELS faculty. Without that support, RIAES and RICE could not function.

The on-campus East Farm, Peckham Farm, and the Plains Road Farms provide a significant strategic advantage to agricultural programs, but place major management and fiscal demands on the ODLGP. This asset needs to be supported by the University⁸ which also needs to help improve infrastructure for the large-scale field evaluations required by the emerging biotechnology initiative, and for on-sight agricultural and environmental demonstration activities.

Weaknesses

Staff is too shorthanded to cope with existing workload, creating delays or failures in management.

⁸ Maintenance of buildings and grounds at the Farms is a very low priority of the University. The University mows the road-visible frontage of East Farm, but provides little farm maintenance beyond that.

Excessive Director's time is required for routine internal management, to the exclusion of external activities to build public and legislative support.

Although campus and state accounting, purchasing, and infrastructure maintenance systems have improved in recent years, their inadequacies continue as a drag on ODLGP management efficiency. For example, too much time is required for shadow bookkeeping caused by lack of a personnel encumbrance system or on-time entry of some forms of purchase orders.

Opportunities

New information technologies offer hope of greater efficiency in managing RIAES and RICE. While awaiting new campus-wide accounting and requisitioning technologies, staff are developing their own technological solutions to problems.

There are inherent efficiencies in the integration of the business functions of RIAES and RICE.

Recent University approval and funding for six Program Leaders and an Assistant Director (state- approval and funding for the Assistant Director is pending) will improve program management. For example, a conversion to an outcome-oriented approach to resource allocation, outlined in the Plan of Work, is now being implemented in RIAES in FY2001, and will be applicable to RICE after restructuring and downsizing to free necessary program funds⁹.

Threats

High administrative workloads create significant personal stress. Administrative salaries are well below norms. These factors threaten retention of existing staff and attraction of replacements.

External Environment

Strengths

The research and outreach interests of URI faculty and staff provide a rich environment for successful RIAES and RICE programs. A commitment to the land grant philosophy and a corresponding desire to participate in RIAES or RICE programs remain strong among highly productive faculty.

The RIAES Director's relations to regional AES and CE Directors, and with the NERA Office of the Executive Director, are positive. Exchanges with Directors and NERA are a source of inspiration and revitalization. The RIAES Director is also the current NERA liaison to the Northeast Regional Aquaculture Center (NRAC), serving on its Executive Council, providing a vital link between the RI Aquaculture Program and regional research and outreach activities. The RICE Director also benefits from the close collaborations of the New England Consortium of Extension Directors.

Many RIAES and RICE activities enjoy strong local appreciation for the activities themselves, but the affiliation with RIAES or RICE may not be recognized. In a survey in which the role of RIAES and its relation to its programs was carefully explained to randomly selected Rhode Island taxpayers, there was deep support for RIAES and a robust willingness to significantly increase tax support for its activities.¹⁰

⁹ RICE operates under austerity budgets. Operating funds will remain sparse without program reductions.

¹⁰ M. Mazzotta and S. Swallow. Submission pending.

The RIAES Director has positive relations with campus faculty and State government officials for his administrative support of the Environmental Biotechnology Initiative and the Slater Center for Environmental Biotechnology (the Director is on the Center Board of Directors).

Weaknesses

The ODLGP is placed in the University's tables of organization and budget on the same lines with the academic deans and their colleges. This placement, however, is not commensurate with budget. Rather, the ODLGP must compete against academic deans. Under the ground rules of the Program Contribution Analysis, the land grant programs have no revenue from tuition dollars or overhead, placing the ODLGP in a constant defensive position. This may be the main reason why efforts to increase RIAES or RICE budgets, even in very small increments, fail.

Academic department priorities are not fully congruent with RIAES or RICE priorities. For example, no academic department places a priority on using a faculty slot for a new Director of the Environmental Biotechnology Initiative. Similarly, a high priority in RIAES and RICE to build a research and outreach capacity in aquacultural biotechnology to deal with disease management is inconsistent with Department of Fisheries, Animal, and Veterinary Sciences needs for instructors for undergraduate courses. Neither RIAES nor RICE have autonomy or budget to determine the filling of scientist or outreach faculty positions. The ODLGP thus can not fulfill its own priorities.

RIAES and RICE faculty and staff contributions to research and outreach are undervalued within the University. The University provides no assistantships or operating funds for RIAES or RICE. Conversely, RIAES and RICE have provided 30+ assistantships to the University annually for over two decades, virtually all of the non-grant operating funds for research, most of the non-grant support for faculty and staff computers and equipment, and all operating funds needed for outreach.

Grants received by staff paid from RIAES or RICE formula funds are credited to academic departments of affiliated faculty. ODLGP receives no overhead from grants, including grants from USDA programs exclusively for AES or CE.

URI now segregates the budget of the ODLGP from CELS, but has not transferred staff payroll. The ODLGP does not retain budgets of departing staff, and can not prevent reassigning RIAES or RICE staff to meet teaching needs¹¹. ODLGP space is determined by CELS.

Opportunities

An expanded role for the University in State economic development could benefit Land Grant Programs through ties to biotechnology, rural development, the agricultural economy, and aquaculture. A benchmark study of how other states benefit from supporting their public research universities for purposes of economic development,¹² should lead to

¹¹ In FY00, two retirements from RICE were used to meet a CELS budget deficit. Two RICE educators, both of whom had assumed some teaching duties in the 1990's, completely dropped all CE assignments in order to meet needs for instructors. RICE was neither compensated nor consulted.

¹² The Board of Directors of the Rhode Island Public Expenditures Council voted to conduct such a study during their December 1999 meeting. The Director of the Rhode Island Economic Policy Council (on which sit both the Director of RIPEC and the President of URI) has indicated his agency's intent to see that this study is conducted.

increased investment in University research and outreach. URI could use RIAES or RICE Programs and administrative structures to manage this investment.

For example, the Environmental Biotechnology Initiative—for centralized facilities for genomics, transgenics, imaging, and bioinformatics—has been identified as a principle component of the University's Academic Plan for research because of its campus-wide significance to research and teaching. Implementation of the EBI would provide vital opportunities for RIAES and RICE plant and animal (including fish) research and outreach, and for novel approaches to studies of the environment. As EBI is implemented, its administration will become autonomous.

Threats

The greatest threat to the ODLGP is lack of interest in the traditional land grant research or outreach missions at URI. Increased pressure on faculty to teach, driven by a focus on tuition revenues, and a decline in faculty numbers in affiliated departments in CELS (from 78 to 56 FTE's from 1990 to 2000), are severely eroding RIAES and RICE.

The ODLGP has no autonomy over personnel, space, match, or overhead.

Declining federal formula funds and shifts to competitive grant programs¹³ threatens the ability of the Station to sustain research capacity and continuity. Formula funds have declined by 45% in inflation-adjusted value since 1970.

New federal bureaucratic demands on the land grant partnerships increases work and undermines self-determination and flexibility in setting the local research and outreach agendas. National directives and initiative may not reflect Rhode Island priorities for research and outreach.

There is no institutional commitment to maintain farm properties. The Plains Road Farm, site of the century-old turf and agronomy field research stations, is often mentioned as a site for the expansion of Athletics fields (the Athletic Department needs to replace field space that is being consumed by a new gym / convocation center and a new ice rink), or as a site for relocation of grounds crews from the Facilities and Operations Department.¹⁴ East Farm buildings are in poor shape. The University and CELS have no budgets for farm maintenance, and use of Station funds for major renovations is prohibited. Peckham Farm faces similar neglect. In addition, there are constant external pressures to establish large-scale programs for soccer and other field sports on the Peckham or Plains Road Farms.

ASSUMPTIONS

This Plan is based on the following assumptions:

¹³ This issue is not formula versus competitive, as URI scientists have a good track record in grantsmanship, but rather is the displacement of the formula funds that provide solid basic support for infrastructure and core operations.

¹⁴ In May 1998, the Director was asked by the Director of Facilities and Operations to abandon by the following October the Agronomy Field House so that F&O could relocate 15 people and the grounds maintenance unit. There was no place suggested for RIAES Farm operations to go, and the dislocation has thus far been postponed.

1. RIAES and RICE are a primary component of URI research and outreach and fundamental to the mission of the University.¹⁵
2. University and Higher Education administration support efforts to fund RIAES and RICE.¹⁶
3. All parties accept the value of an integrated approach to the Land Grant Programs.
4. To carry out this Plan the ODLGP needs a Director, Associate Director, and Assistant Director (*see* Appendix I).
5. RIAES and RICE will invest in research and outreach based on expected outcomes.
6. Some RIAES and RICE operations may need to be changed to cost-based centers.
7. RIAES and RICE will provide equal access to all URI faculty or staff, regardless of academic department or college, within the constraints of the USDA-approved Plan of Work.

PERFORMANCE GOALS

The ODLGP has two performance goals for the next five years:

1. Maximize support and service provided to affiliated faculty and staff and their departments.
2. Maximize the value of RIAES and RICE programs as a return on public investment.

OPERATIONAL NEEDS ANALYSIS

Objectives:

To realize the performance goals, the ODLGP has four operational objectives:

1. **Fully implement the 1998 AREERA.**
2. **Minimize management burdens on faculty and staff.**
3. **Optimize outcomes of Land Grant Programs and inform the public of their value.**
4. **Expand and stabilize funding.**

Needs:

To meet the operational objectives, the ODLGP needs institutional changes in structure or function:

1. **Fully implement the 1998 Farm Bill (“AREERA”) (objective 1):**
 - Commit RIAES and RICE to program integration;
 - Analyze and use of stakeholder listening information (for eight categories of stakeholders included in the Plan of Work);
 - Conduct peer and merit review of all research and outreach projects;
 - Participate in regionally-organized and outcome-based research and extension; and,

¹⁵ In June 2000, President Carothers, Commissioner Holland, and the Board of Governors publicly endorsed H-7081, a bill to define the purpose of the University to include support of both RIAES and RICE.

¹⁶ See previous footnote. H-7081 also guaranteed that the State would meet federal match requirements for RIAES and RICE.

- Improve reporting on activities, accomplishments, and public benefits resulting from RIAES and RICE programs.
- 2. Minimize management burdens on faculty and staff (objective 2):**
- Use new information technologies for on-line reporting of accomplishments;
 - Use on-line data-bases to enhance accessibility of program descriptions, accomplishment reports, outputs (i.e., publications, patents), and fiscal accounting; and
 - Codify policies and procedures for the swift and fair prioritization for project selection and resource allocation.
- 3. Optimize outcomes of Land Grant Programs and inform the public of their value (objective 3):**
- Continue investment in web technologies for an integrated Land Grant web site that unites RIAES (currently www.riaes.org) and RICE (currently www.uri.edu/ce);
 - Invest in print media to highlight success stories;
 - Reinstitute an annual report to the Governor in a form that also informs the Board of Governors for Higher Education and the Rhode Island legislature; and,
 - Communicate directly, informing stakeholders about the Land Grant Programs, in person and in writing.
- 4. Expand and stabilize total funding (objective 4):**
- Improve understanding within the University and Higher Education that RIAES and RICE are part of the land grant mission; and that they deserve funding, at least enough to meet federally mandated match requirements;
 - Develop specific spending plans to target increased funding to development of research capacities and continuity; and,
 - Work through regional organizations to expand federal and state funding by demonstrating the high return on investment in AES and CE formula funds and the potential for still greater returns from increased investment.

PROGRAMS

The operational objectives (above) will be addressed through four Programs—projects or activities undertaken by the ODLGP—as follows:

- 1. AREERA Compliance:**
- **Program integration:** Integrate RIAES and RICE Programs—and the individual research and outreach projects that they comprise—focusing on priority public needs and on public benefits from results of research and outreach.
 - **Stakeholder listening:** Grow the stakeholder network and contacts with the Office.
 - **Peer and merit review:** Use peer and merit reviews to select projects to support. Use annual progress reviews to select projects to continue supporting.
 - **Multistate research and outreach:** Use NERA (the Northeast Regional Association of Agricultural Experiment Station Directors), NEED (the Northeast Extension Directors) and the Consortium of New England Extension Directors to advance RIAES and RICE participation in multistate programs.

- **Effective reporting on program accomplishments:** Improve mechanisms for reporting on accomplishments of each RIAES and RICE Program and their component projects.
- 2. **Management:**
 - **On-line reporting.** Streamline reporting needs for the University, and state and federal governments with high quality and on-time information.
 - **On-line databases.** Make RIAES and RICE more accessible to faculty, staff, and the public.
 - **On-line budgets.** Maintain on-line statements of accounts and current budgets, to augment the University's systems as needed.
 - **On-line hiring.** Use modern technologies to enhance job searches for employees.
 - **On-line policies and procedures.** Publish an on-line library of all policies, forms, etc.; and of all procedures used to select funded projects and to allocate resources.
- 3. **Publicize Outcomes:**
 - **Unified Web Site.** Develop and implement a single Land Grant web site integrating RIAES and RICE web pages.
 - **Print media.** Explore effective ways to highlight project accomplishments in both RIAES and RICE.
 - **Annual report.** Publish a bound annual report of program activities and progress, including a financial report and distribute to University and Higher Education administration and to the Governor and legislature. This report is required by Rhode Island General Laws.
 - **Direct communication with stakeholders.** Expand direct communications between the Director and University, government, and public stakeholders.
- 4. **Increase Funding:**
 - Develop funds for RIAES and RICE to meet required formula match.
 - Fund infrastructure and support staff for the Environmental Biotechnology Initiative.
 - Develop specific staff funding for water quality, integrated pest management, horticulture, animal science, geographic information systems, economic simulation, vector-borne disease, and youth at risk research and outreach programs.
 - Support growth in federal formula funds for experiment stations and cooperative extension.

STRATEGIES

The success of the ODLGP is partially within the control of the Office itself. RIAES and RICE must demonstrate that they warrant support on their own merits—something that neither have accomplished thus far—before they receive support comparable to counterparts in other states. The primary strategy of this plan is to meet the needs of stakeholders and to document how investments in RIAES and RICE lead to outcomes of high value to the public and to the University.

Having demonstrated that investments in RIAES and RICE return high value, the second strategic approach will be to work with the University to develop specific proposals—to be developed through the normal channels (University, Board of Governors, Governor, legislature)—that package spending for discrete objectives. In general, these packages will be shown to have value in increasing the capabilities of the University to conduct research or to enhance its educational quality through the development of increased access for students to research experiences using state-of-the-art equipment and technologies. Specific spending proposals will target opportunities that are strongly related to State needs for economic development (e.g., funding the environmental biotechnology initiative, linking to the economy through the Slater Center), environmental protection (e.g., funding RICE's nation-leading water quality and biological control programs, reducing pollution and pesticide use), or applied social programs (e.g., funding RICE's sustainable community and youth and family programs, helping communities in need).

1. AREERA Compliance:

Strategy for AREERA compliance focuses on demonstrating competence as stewards of federal and state funds invested in the Land Grant Programs. An emphasis on integration between research and outreach, expanded stakeholder listening, multistate collaboration, and reporting will be the core of the strategy. Outcome funding will link results of research and outreach to real benefits—social, economic, environmental—received by real people, real farms, real ecosystems, etc. We will emphasize the value of science in problem solving, demonstrating the sophistication of a great research University, and thereby reviving a tradition of producing public benefits through land grant research and outreach programs.

- **Program Integration:** Outcome funding will provide the primary strategic approach to link Station research to real world problem solutions through Extension. Identification of research target audiences, problem definition and prioritization, and realization of outcomes from research outputs all are best effected through a robust collaboration with Extension. Conversely, the merits of Extension programs in part stem from the degree of sophistication gained from their underlying research.
- **Stakeholder Listening:** The Plan of Work identifies eight categories of stakeholders. The ODLGP should lead and participate actively in stakeholder listening for both internal (faculty, university administration) and external (client groups, higher education and legislative governing bodies) stakeholders.

So avoid over committing ourselves, the strategic approach to stakeholder listening will emphasize a very slow and thoughtful evolution of priorities to be addressed and means to address them. The NERA OED has identified this as a major component of its strategic plan and it will be the Plan of the RI ODLGP to participate fully and to pay close attention to regional efforts to develop effective and meaningful stakeholder listening mechanisms.

In dealing with the faculty and staff stakeholder group, the ODLGP will focus on needs for expedient and responsive office procedures, with an aim to maximize satisfaction with the quality of services provided by the Office. We will constantly work to streamline reporting procedures, and we will use faculty and staff input to return attractive, effective documents on the value of Program outcomes.

RICE will reevaluate the role of its traditional district and 4-H advisory boards as a vehicle for stakeholder listening and revise memorandums of understanding as

necessary. RICE will also study the possibility of strong ties to a pending Rural Development Council as an alternative mechanism for stakeholder listening on issues related to sustainable communities and children and families programs.

To meet the need for additional resources to deal with AREERA stakeholder and other AREERA requirements we have added internal Program Leaders to advise the Director. We will also form an external Program Advisory Council of industry, government, and non-profit private agency representatives.

- **Peer and merit review:** Peer and merit review will place increased emphasis on identification of target audiences, collaborations across disciplines and state lines, and on the potential for a significant outcome from all research and outreach investments.
 - **Multistate research and outreach:** To obtain the benefits of multistate collaborations in research and outreach, the ODLGP will attempt to increase its involvement in NERA (the Northeast Regional Association of Agricultural Experiment Station Directors) and NEED (the Northeast Extension Directors). The perspectives of an integrated ODLGP will be used to contribute to regionalization of Extension by helping to bridge distinct cultural and operational differences between Extension and Station communities and by championing expedience and harmony in new working relations. A primary vehicle for multistate program building will be the Consortium of New England Extension Directors, which will be asked to develop one or more pilot multistate extension projects, to obtain CSREES credit by using the organizational and reporting methods currently approved for NERA.
 - **Effective reporting on program accomplishments:** The principle mechanism for monitoring progress and accomplishments of each RIAES and RICE Program and project will be expanded use of relational databases and web technology. To address public needs for information on our programs and their outcomes, we will employ a thoughtful and strong commitment to the development of web and print materials with three goals in mind: We will produce information that has a hallmark of maximum accessibility, precedent-setting technical design, and outstanding educational usefulness.
- 2. Management:**
- **On-line reporting.** As above, the vehicle for gathering necessary information on progress and accomplishments will be web-based relational databases. The approach will be to build user-friendly input forms, which in turn will require minimal training and assistance for on-line filing of annual report and accomplishment data. Report-generating capacities of contemporary relational database programs (e.g., MS Access) can then be used to speed production of compilations, allowing ODLGP to focus on overviews and highlighting. This should simplify reporting burdens for faculty and staff, expedite or obviate editorial burdens on the ODLGP, and facilitate rapid production of more sophisticated and more complete documents to satisfy reporting needs for both state and federal governments.
 - **On-line databases.** RIAES and RICE will maintain on-line program and project descriptions, including summaries of each current and recent (last 5 years) project,

with user (faculty or staff)-updateable reports on publications, patents, and major outcomes.

- **On-line budgets.** In the process of integrating RIAES and RICE business functions, and depending on progress with the University's efforts to provide better on-line accounting information, we will explore the possibility of internal development of on-line availability of internal shadow accounts for all projects.
- **On-line hiring.** Develop a regional or national web site alliance with Monster.com to promote more efficient and cheaper identification of jobs and job applicants (in conjunction with URI and the USDA Office of Civil Rights).
- **On-line policies and procedures.** A product of stakeholder listening to faculty and staff will be the clarification and promulgation of internal policy statements, to be maintained on-line.

3. Publicize Outcomes:

- **Unified Web Site.** Beginning in January 1999, the Station has supported a full-time web programmer, responsible for development of site technology and content. We expect to move toward a unified "Land Grant" web site, blurring the distinctions between research and outreach projects, consistent with our programmatic commitment to integration.
- **Print media.** "41°N," a joint publication with Rhode Island Sea Grant to highlight program successes and on-going projects of high public interest will debut in November 2000.

Drawing materials from the on-line database of project descriptions and accomplishments, we will develop tailored brochures and pamphlets to highlight program-area accomplishments.

- **Annual report.** This will be facilitated by the creation of the on-line database of project descriptions and accomplishments, including records of publications, patents, etc.
- **Direct communication with stakeholders.** The ODLGP will increase its emphasis on direct communication with critical stakeholders, as these are identified (see above).

4. Increase Funding:

- The Director will continue to work through URI and Higher Education administration for support for RIAES and RICE and to meet federal match requirements.
- The Director will work with URI faculty and administration, Higher Education, RI Economic Development, state and federal funding agencies, and the private sector to plan and implement the infrastructure and program needs of the Environmental Biotechnology Initiative.
- The Director will work with the above to develop relevant proposals to enhance the capacity of the University to conduct research and outreach relevant to the state's needs for economic development, environmental stewardship, and social reforms for populations in stress.

- The Director will expand involvement with NERA, NEED, and other regional organizations to seek growth in federal formula and competitive funds.

PERFORMANCE TARGETS

When implemented, this plan will produce the following results and benefits.

Outputs

- On-line and print descriptions of all RIAES and RICE projects and accomplishments.
- Reports on stakeholder listening within each program area.
- More effective integration of research and outreach.
- More efficient mechanisms for multistate research and outreach collaborations.
- Expedient and less-burdensome reporting mechanisms for faculty and staff.
- Web access to in-house policy documents.
- Expanded web features on select research and outreach projects.
- 41°N, a joint Land and Sea Grant publication.
- On-time annual reports.
- Additional resources for the Environmental Biotechnology Initiative.
- Enhancements to University capacity to conduct research and to engage in economically and socially relevant outreach.
- Rising reliable funding for Land Grant Programs.

Outcomes

- More responsiveness to stakeholders needs.
- Greater awareness of and appreciation for program accomplishments.
- More carefully targeted research and a higher level of sophistication in outreach.
- Enhanced capacity of the University to conduct its research and outreach missions.
- Intramural clarity on the value of Land Grant Programs

MILESTONES / SCHEDULES

2000

1. AREERA Compliance:

- Establish Program Leaders as internal management council to implement Plan of Work.
- Revise guidelines for RIAES projects to incorporate outcome funding and to encourage integration and multistate collaboration.
- Begin selecting replacements for expiring Station projects using revised guidelines, with an emphasis on integration of RIAES and RICE and on multistate collaborations.
- Review effectiveness of existing advisory boards for stakeholder listening and evaluate possible alternative mechanisms.
- Select pilot project for New England Extension Directors to explore getting credit for multistate collaborations using NERA / CRIS methodologies.

2. Management:

- Restructure basic business functions of RIAES and RICE offices into an integrated unit.
- Obtain approvals for new Director, Associate Director, and Assistant Director positions and begin national searches.
- Develop on-line reporting mechanisms for project descriptions and accomplishments

3. Publicize Outcomes:

- Launch of print and on-line versions of 41°N, with three issues per year thereafter.
- Develop pilot on-line bulletin board for lyme disease information exchange.
- Create web portfolio of all Programs and Projects, describing issues, target audiences, performance indicators, collaborations, and subsequent accomplishments.

4. Increase Funding:

- Enhance collaborations with Slater Biotechnology Center.
- Provide greater encouragement to seek external funding as part of the priority-setting mechanisms used to allocate funds from RIAES and RICE.
- Submission of a funding proposal to the University for the development of intermediate (2002 – 2006) core facilities for the Environmental Biotechnology Initiative
- Continue working with supporters to obtain adequate funding.

2001**1. AREERA Compliance:**

- Internal review of Plan of Work and submission of revisions as needed.
- Continue funding RIAES project replacements using revised guidelines.
- Develop and implement guidelines for RICE projects to incorporate outcome funding and to encourage integration and multistate collaboration.
- Begin funding RICE projects using revised guidelines.
- Complete a study of the role of Extension District Advisory and alternative models for grass roots stakeholder input.
- Establish Program Advisory Council as external advisors to the Director.
- Implementation of at least one additional New England-based multistate extension project with CSREES approval.
- Formulate and implement enhanced stakeholder listening in harmony with Northeast region.

2. Management:

- Complete search for new Director and Associate Director.
- Launch national (RI Land Grant-based) web site, “Minority Campus,” as a Monster.com alliance to promote identification hiring of minorities in agricultural and natural resource academic positions.
- Focus on facilitation of regional integrated and extension multistate project management, working with both NERA and NEED.

3. Publicize Outcomes:

- Launch additional on-line bulletin boards for major program areas.
- Publication of Report of RIAES projects and accomplishments for FY1999 and 2000.
- Continued enhancement of RIAES web site, with development of two additional features using streaming video or similar state-of-the-art technologies and one feature with interactive learning modules.

4. Increase Funding:

- Continue working with supporters to obtain adequate funding.
- Submission to the University of further funding proposals for the establishment and operation of critical centers related to Environmental Biotechnology, Economic Policy Simulation, etc.

2002**1. AREERA Compliance:**

- External programmatic review of RIAES and RICE.
- Conversion of majority of RIAES projects to outcome-funding now complete.
- Reestablish functional relations with District Boards or implement a replacement based on previous year's study.
- Expansion of at least one New-England based extension project to Northeast region.
- Continue funding RICE projects on basis of outcome-funding as resources are freed through retirements, terminations, or retraining.

2. Management:

- Increased deployment of paperless reporting and accounting environment for Land Grant Programs.
- Implementation of management structures for Environmental Biotechnology Initiative.

3. Publicize Outcomes:

- Develop modest public relations effort to publicize the outcomes of RIAES and RICE programs.

4. Increase Funding:

- Expand contacts to inform on returns on RI supported outcomes from enhanced funding and to appeal for new targeted funding initiatives.

2003**1. AREERA Compliance:**

- Development of a second Northeast regional integrated initiative.
- Continued progress on development of programs for traditionally underserved populations.

2. Management:

- Continued assessment of user feedback and modification of business and reporting functions as warranted.
- Review administrative staffing needs and fill management information systems, web development, accounting, or clerical positions as needed and fiscally feasible.

3. Publicize Outcomes:

- Development of a more effective link to newspaper and broadcast media, with a goal of at least one major event each month based on RIAES or RICE project activity.

4. Increase Funding:

- Increased involvement in regional efforts to secure targeted funding for multistate collaborative project involving both research and outreach.

2004**1. AREERA Compliance:**

- Develop new Plan of Work to implement provision for 2002/2003 Farm Bill.

2. Management:

- Review of the ODLGP, assessment of responsiveness to Strategic Plan.
- Development of Strategic Plan for FY2005-2009.

3. Publicize Outcomes:

- Develop an effective portfolio of regional research and outreach collaborations demonstrating return on Rhode Island participation.

4. Increase Funding:

- Increased involvement of University collaborations with public and private biotechnology alliances.

HOW PARTNERS CAN HELP

The Land Grant Programs involve a complex mix of activities, fund sources, faculty and staff, stakeholders, and supporters. In turn, this adds complexity to Strategic Planning for the ODLGP. It should be clear that for the Programs and the ODLGP to succeed, help would be needed from many people, working as partners with the Station and Extension. The following are some of the ways partners can help.¹⁷

Faculty and Staff

RIAES and RICE depend on the scholarship of faculty and staff. The wellspring of the land grant programs, faculty produce scholarly articles and intellectual properties, and create future scientists and technicians in the process. Staff extend the abilities of faculty, adding intellect, energy, imagination, excitement, and social awareness. RIAES and RICE further extend the abilities of faculty and staff by adding capacity and continuity.

- Faculty and staff will be asked to accept the value of outcome funding, based on the practical need to demonstrate that investments in RIAES and RICE create significant returns. Researchers will be expected to identify target audiences and their needs, through stakeholder listening and through involvement of end-users in the design and execution of research, or the practical implementation of results. Outreach faculty and staff will be expected to increase their involvement with researchers, leading to refined questions about audience needs, improved outreach program content, and better understanding of outreach impacts.
- Faculty and staff will be asked to increase participation in the development of print and web materials used to further greater public awareness, appreciation, and ultimately fiscal support for the land grant programs.
- Faculty and staff affiliated with the land grant programs will be asked to accept a culture that balances support to improve capacity and to underwrite stability with individual responsibility to pursue grants. This is a vital ebb and flow requiring openness and willingness to voluntarily reduce dependence on land grant funds when grant funds are available, with land grant funds available to augment external funds or to tide successful programs over periodic lapses in external funds. Land grant funding is thus best understood as being only one component of the many needed to build a successful research and outreach program.
- Faculty and staff also must recognize the need to collaborate in major initiatives, where working together can lead to development of robust grants and concurrent state funds for infrastructure or program operations. For example, the Station can facilitate the implementation of the environmental biotechnology initiative or new initiatives in biological control and invertebrate pathology, etc. and Extension can make major contributions to the sustainable communities initiative, fish and aquaculture initiatives,

¹⁷ My thanks to Dr. G. Kumekawa, whose review of an earlier draft led to the inclusion of this section.

water quality programs, etc., but only if faculty and staff agree to accept the help and to work together for the common good.

URI Administration (Deans, Provost, President, and staff)

URI administration controls State funding for the Land Grant Programs. For many years URI has maintained that it is a state (i.e., as distinct from University) responsibility to support RIAES and RICE¹⁸. Historically, URI's budgets have not specified funds for either RIAES or RICE. For FY2001, however, the University requested \$2.75 million for RIAES and RICE to meet match on formula funds and USDA competitive grants. The funds were carefully identified as "...a Higher Education line item, separate from any funds regularly appropriated to the University, with the intent that there should be no reduction of appropriations to the University because of this allocation."

Before general requests for matching funds for the Land Grant Programs are likely to be met, either through normal Higher Education budget channels or through direct legislation,¹⁹ they will need to be linked to specific spending proposals (and to positive outcomes expected for the University or the State). This Plan assumes that all parties will work toward support of RIAES and RICE because they are essential to URI's mission. URI administration, therefore, will be asked to collaborate with the ODLGP to develop specific funding proposals for relevant initiatives under a land grant line item.

As a possible starting point, the University might propose a FY2002 budget request that includes a package of specific spending proposals under a separate line item for Land Grant Programs. As a hypothetical example, such a package might specify a combination of capital and personnel funds to implement the Environmental Biotechnology Initiative (EBI) (e.g., laboratory renovations in Morrill for intermediate core genomics and transgenics facilities, match for equipment, salary for interim directors and consultants), and similar proposals to begin stabilizing the current soft-money programs in, say, water quality and integrated pest management. The proposal would be based on a completed Implementation Plan for the EBI and similar well-developed proposals for the other initiatives. To construct these plans and proposals, URI administration (e.g., the Office of the Vice Provost for Research) would be asked to contribute staff time or funding as needed (part of a collaborative effort) to complete the "Land Grant Spending Package" in time for the subsequent budget proposal (i.e., in early spring 2001). The Offices of the President and the Provost would be asked to contribute guidance on preparation of the proposal, to make certain that it anticipated the needs of the Commissioner, the Board, relevant state agencies and supporters, and the legislature. The proposal would address needs for infrastructure, grant match, etc., of a transient nature, and items of a more permanent nature (e.g., technical or administrative staff, operational budgets).

The Administration would also be asked to develop long-range plans²⁰ to include other priority objectives in similar annual requests to the Board for inclusion under the line item.

¹⁸ Note, however, that RI General Law specifically includes "to maintain an agricultural experiment station" as one of two stated "Purposes of the University" assigned to the Board of Governors.

¹⁹ H-7081, first introduced in 2000, sought to add Cooperative Extension to the "Purpose of the University" (previous footnote) and to provide a guarantee of 1:1 matching for the Hatch and Smith-Lever formula funds.

²⁰ This could, for example, be a component of on-going strategic planning conducted by the Office of the Vice Provost for Research, Outreach, and Graduate Education.

For example, the University's outstanding water quality, geographic information systems, economic policy simulation, biological control, aquaculture, or youth and family programs all should be considered for more direct support from the state, at least for critical core staff and facilities. The Administration would be asked to support programs that provide direct learning opportunities for students for laboratory or field experiences, in conjunction with research or outreach programs. The Administration would be expected to champion support for those programs that allow faculty in the sciences or engineering (here, primarily related to agriculture, aquaculture, the environment, or biotechnology) or in related social sciences (included economics and programs aimed at children, families and communities) to conduct research and outreach of benefit to both the University (i.e., consistent with our interests in learning and scholarship) and the State.

Other Stakeholders²¹

RIAES and RICE clearly cannot respond to all possible concerns by stakeholders (to over 300 RI environmental organizations, for example). We must be open to sincere and effective efforts to assess what needs exist, within our capacity to effect public benefits.

Stakeholders must accept that the resources of RIAES and RICE need to be conservatively applied to problems within the domain of available University expertise, problems that need university-level sophistication, and problems that are not best addressed elsewhere in government or the private sector. There are no entitlements, except for an expectation that the ODLGP will work judiciously to allocate its resources fairly and effectively among the array of potential problems that could be addressed with research or outreach.

Stakeholders must also understand that they have a role to play in defining research priorities, and that they should approach this role from an outcomes perspective.

Traditional concerns that the University retain adequate faculty expertise to address possible emergent issues in myriad aspects of agriculture (meeting the needs of dozens of commodity groups, for example), need to be replaced by stakeholder involvement in defining particular objectives for research or outreach programs, in terms that can be used to prioritize project selection.

As an example, during a visit to a RI Nurseryman and Landscape Architecture Board meeting (RINLA is a major trade association for the RI Green's industry) it was pointed out that the industry was concerned that regulation of invasive plant species might come to have a negative economic impact on horticulturalists. RICE responded by hosting a forum on invasive plants, which was attended by a diverse audience of wild plant fanciers, land trust managers, state environmental regulators, ornamental growers, and interested citizens. Subsequently, an official state council made up of representatives from these stakeholder

²¹ The Integrated Plan of Work for RIAES and RICE recognized the following categories of stakeholders:

- University Board of Governors, University Administration, and faculty and staff.
- An external Marine and Environmental Advisory Council.
- State and federal government agencies.
- Agricultural and aquacultural producer groups.
- Community governments and publicly funded social organizations.
- Public non-profit environmental groups.
- Industrial constituents.
- The general citizenry.

Even these categories, however, are far from exhausting the list of groups with potential interest in our programs.

groups is now developing RI's formal regulations for management of invasive species. Each major group thus becomes a vital participant in the development of research objectives (e.g., How do we categorize, characterize, and assess each species?) and outreach goals (How do we guide development of regulations? What educational programs and materials do we need for an array of target audiences?). The focus is on the outcome.

MEASURING SUCCESS

The success of this plan will be judged by responses from faculty and staff, external stakeholders, and external reviews, as follows:

Faculty and staff: We will initiate twice-annual open sessions to hear faculty and staff concerns, including satisfaction with the products and services provided by the Office. In particular, we will seek information based on the proposed milestones, outputs, and outcomes of this plan.

External stakeholders: As we build the external Advisory Council and specific stakeholder mechanisms are identified, we will begin to survey these groups for satisfaction and evaluation of the products of the Office.

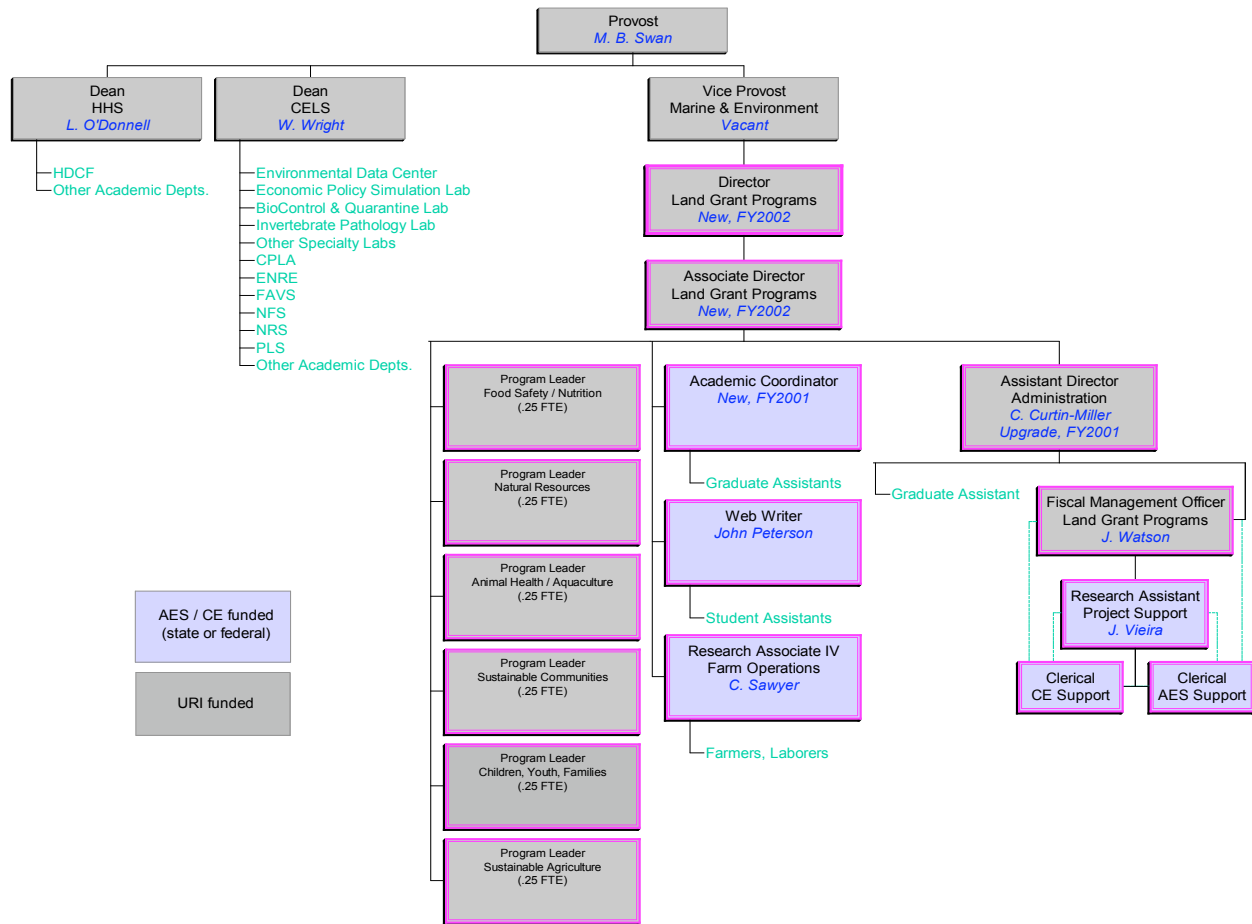
External reviews: The Station was last reviewed in 1976. We will seek formal USDA review of the programs and operations of the Station in 2002, by which times major reforms in structure and operations should be in place.

APPENDIX I: ORGANIZATION CHART AND MAJOR POSITION DESCRIPTIONS, OFFICE OF THE DIRECTOR OF LAND GRANT PROGRAMS

ORGANIZATION CHART

Administration—Land Grant Programs

-Agricultural Experiment Station-
-Cooperative Extension-



POSITION DESCRIPTIONS

Director of Land Grant Programs

Rationale: The Director focuses on external relations and advocacy, development of funding, and representation of the Land Grant Programs to the University community. The Director maintains relations with stakeholder interests through internal and external advisory groups. The Director delegates responsibility for internal management to the Associate Director and Program Leaders.

General Duties: The Director is the overall leader of the Rhode Island Agricultural Experiment Station and Cooperative Extension. The Director represents Land Grant

Programs to University, external organizations, and the general public and government, articulating a compelling vision for programs, setting priorities, and promulgating the value received for the public's investment.

Reports to: Vice Provost of Marine and Environmental Affairs.

Responsibilities: The Director serves on the Council for Research, the Outreach Council, and on the Marine and Environmental Focus Council, and upon call represents the Land Grant Programs to the Deans Council, the Provost's Staff Council, and the Faculty Senate. At the pleasure of the Provost and President, the Director represents the Land Grant Programs to Higher Education and the Legislature.

The Director provides statewide leadership for all RIAES and RICE activities, including leadership on programs and policies. The Director seeks advice from internal Program Leaders and an external Program Advisory Council. The Director supervises the Associate Director.

The Director represents RIAES and RICE to the federal government for purposes of program and fiscal accountability. The Director participates in the regional governing processes of the Northeast Extension Directors and the Northeast Regional Association of Agricultural Experiment Station Directors.

The Director takes an active role in expanding funding through federal and state agencies and in collaborations with the private sector leading to public benefits of common interest. The Director is the principle official contact for external government and private agencies for purposes of collaborations on common goals.

Budget Authority: The Director maintains direct control over federal formula funds from the Hatch and McIntire-Stennis Acts (RIAES) and the Smith-Lever Act (RICE), and over any state funds allocated directly to RIAES or RICE.

Associate Director of Land Grant Programs

Rationale: The Associate Director is created to augment the duties of the Director to focus on internal management of the Agricultural Experiment Station and Cooperative Extension

General Duties: The Associate Director is the principle manager of the Land Grant Programs, overseeing program development in conjunction with the Director and internal and external advisory councils, and leading the development of priority setting for project support.

Reports to: Director of Land Grant Programs

Responsibilities: Works with the Director and program advisors to provide statewide leadership for RIAES and RICE programs.

Directs resource allocation process for RIAES and RICE, supervising development of annual budgets, considering long-term program direction and guidance from internal and external councils. Issues annual calls for proposals and works with academic department chairs to develop resource allocation plans.

Works with the Director to define high-priority projects and to allocate resources accordingly. As delegated by the Director, administers RIAES and RICE formula or overhead funds.

At the discretion of the Director, represents RIAES or RICE at national, regional, state, and University of Rhode Island meetings.

Assistant Director of Land Grant Programs

Rationale: The Assistant Director is the chief financial officer and director of administrative services of the Land Grant Programs, responsible to the Director for oversight of expenditures, accounting, and the daily operations of administrative staff.

General Duties: The Assistant Director manages the administrative and fiscal operations of the Office of the Director of Land Grant Programs, providing leadership in the areas of human resources, and business and financial management.

The Assistant Director supervises support personnel to fulfill the budgetary, travel, personnel, requisition, and accounting needs of faculty and staff affiliated with the land grant programs.

The Assistant Director supervises preparation of analyses, reports, and supporting documentation to meet the requests and needs of the University and external collaborators, including state and federal funding agencies.

Reports to: Associate Director of Land Grant Programs

Responsibilities: The Assistant Director is the chief fiscal officer of the Land Grant Programs, responsible for human resources, financial budgeting and management, and for meeting university, state, and federal reporting obligations. The Assistant Director is the chief analyst responsible for assessing the fiscal feasibility and implications of major policy decisions. The Assistant Director may be delegated by the Director to negotiate terms and conditions of memoranda of understanding committing RIAES or RICE to collaborations with external agencies in support of common goals.

The Assistant Director supervises the professional staff to ensure efficient responses to client needs, prudent financial management, and the development and use of effective systems and procedures.

Land Grant Program Leaders

Rationale: Program leaders collectively serve as the principal internal management council for the Station and Extension, helping the Director to evaluate goals and outcomes of RIAES and RICE activities within their respective program areas, and serving as stewards of Land Grant public funds, guiding program planning and resource allocation.

General Duties: Program Leaders are the primary coordinators for URI faculty within the RIAES and RICE program areas, and they are the principal internal advisors to the Director of the Land Grant Programs.

Reports to: Director of Land Grant Programs

Responsibilities: Program leaders are responsible for development of programs based on stakeholder needs, coordination of multistate research and outreach collaborations, and integration of Station research with Extension outreach. Program Leaders promote responsiveness to issues of importance to Rhode Island through outcome-oriented investment of RIAES and RICE resources. They assist the Director in efforts to develop understanding and support of URI Land Grant Programs by stakeholder groups, including taxpayers, University faculty and administration, client groups, and various government and private sector overseers and collaborators.

Program Leaders advise the Director on priorities within their program area. They evaluate the budgetary needs of individual projects within the program area, facilitate the organization and operation of collaborative working groups of scientists and outreach educators, and assist the Director in the conduct of initial peer and merit review of proposed projects, and annual reviews of progress thereafter.

APPENDIX II: Funding the Land Grant AGRICULTURAL EXPERIMENT STATION²²

States match federal funds, on average \$5.95 : 1. Additional income from product sales, patent and license royalties, the private sector, and other state grants brings average match to \$8.55 : 1. Rhode Island just meets the required 1 : 1 match to federal funds. 95% of RI's match comes from salaries and benefits, and 5% from private and industry sources.

	Funds (\$1,000's) and Match Rates		
	State²³	Federal²⁴	State:Federal
New England:			
Connecticut	9,083	1,875	4.84:1
Maine	6,724	2,166	3.10:1
Massachusetts	5,854	2,208	2.65:1
New Hampshire	3,517	1,588	2.21:1
Vermont	2,582	1,297	1.99:1
Rhode Island	1,186	1,186	1:1
U.S. Total:	1,555,279	181,823	8.55:1

COOPERATIVE EXTENSION²⁵

States partially match Cooperative Extension Formula funds. On average, states give 74% of Extension funds, including 48% through state appropriations, 20% from county governments, and 6% from fees and donations.

Rhode Island gives 40.5% of RI CE funds, including 37% from state appropriations, 1.3% from town governments, and 2.4% from fees and donations.

	Funds (\$1,000's) and Match Rates		
	State	Federal	State:Federal
New England:			
Connecticut	5,707	1,966	4.03:1
Maine	4,265	2,702	1.58:1
Massachusetts	2,875	3,632	0.79:1
New Hampshire	7,918	1,966	4.03:1
Vermont	4,361	2,040	2.14:1
Rhode Island	977	1,432	0.68:1
U.S. Total:	1,210,791	420,675	2.87:1

²² FY 1997 Federal Inventory of Agricultural Research, USDA-CRIS.

²³ State includes state appropriation, product sales, industry contributions, state grants.

²⁴ Includes all formula funds.

²⁵ FY 1999, from the Directors of Funds Management, USDA-CSREES