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University**

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June 30, 1999

USDA-CSREES
Partnerships/POW
1400 Independence Ave., S.W.
Stop 2214
Washington, D.C. 20250-2214

Dear POW Facilitator:

Enclosed is the original and two copies of the 5-year Plan of Work for the West Virginia Agricultural and Forestry Experiment Station.

Sincerely,

Rosemary R. Haggett

Rosemary R. Haggett, Dean and Director

encl.

PLAN OF WORK



West Virginia Agricultural and Forestry Experiment Station

**College of Agriculture, Forestry, and Consumer Sciences
West Virginia University**

**Federal Fiscal Years
2000 - 2004**

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Introduction

The West Virginia Agricultural and Forestry Experiment Station is headquartered in Morgantown, West Virginia and is co-located with the College of Agriculture, Forestry, and Consumer Sciences at West Virginia University. The College's undergraduate and graduate programs are housed in five academic divisions: Division of Animal and Veterinary Sciences, Division of Family and Consumer Sciences, Division of Forestry, Division of Plant and Soil Sciences, and the Division of Resource Management.

The West Virginia Cooperative Extension Service is not part of either the College's or the Experiment Station's administration.

This Plan of Work is a comprehensive statement of the Experiment Station's intended research activities for the next five years, as required by the Agricultural Research, Extension, and Education Reform Act of 1998 (AREERA), and as allowed under the USDA's "Guidelines for Land Grant Institution Plan of Work". This Plan is based on the College and Experiment Station's current Strategic Plan (Appendix A) and was developed in conjunction with our Cooperative Extension's Plan of Work.

Point of Contact

All correspondence regarding this plan should be directed to:

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Planned Programs

This plan reports only on 1862 Research at West Virginia University. National goals 2 and 3 have been consolidated for our Plan of Work because of the close relation of these to one another at this institution and because of their relatively small size. Our four programs relate to the five National goals as follows:

Function	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
1862 Research	Program 1	Program 2(a)	Program 2(b)	Program 3	Program 4

Issues within each program have been identified using three approaches: 1) Consultative processes with faculty, clientele, and stakeholders as part of the College's current Strategic Plan process (Appendix A); 2) specific stakeholder listening sessions (see p. 9) and; 3) continuing professional and scientific evaluations of natural resources, human, and agricultural resources needs using expertise of the College faculty and staff.

Program 1. Globally competitive agricultural and forestry production systems.

Issue(s): As domestic agricultural and forest product markets become more open to foreign businesses, and as opportunities expand to market agricultural and forest products in foreign markets, West Virginia agricultural and forest product producers must have access to technologies and knowledge that enhance their competitiveness.

Performance Goal(s): Increased market shares for targeted agricultural and forest products of West Virginia.

Output Indicators:

1. Value-added agricultural and forest products.
2. Results of market research for selected agricultural and forest products.

Outcome Indicators:

1. Increased trade opportunities for West Virginia products.
2. Greater domestic-market share opportunities for West Virginia products.

Key Program Component(s): Research project activities will focus on:

1. Enhanced profitability of agricultural and forest production methods;
2. Value-added technologies applied through processing and packaging;
3. Niche-market identification through economic and consumer studies.
4. In 1999, a total of 44 Hatch, McIntire-Stennis, and State projects address these issues. See Appendix B.

Internal and External Linkages: Partnership will be continued with extension, federal labs, other universities, and the private sector, as appropriate to this performance goal. We will focus on shared responsibilities for the agreed research objectives of projects and we will use joint ventures with industry to facilitate technology transfer.

Target Audiences: We will be focusing on agricultural and forest product producers and processors with emphasis on small and medium sized enterprises. Special attention will be devoted to traditionally underserved sectors, such as rural poor. Care will be given to meet the needs of all West Virginians including those that are at a geographical distance from the WV Agricultural and Forestry Experiment Station.

Program Duration: This program will continue for the five year life of this plan.

Allocated Resources (\$ x 1000; SY=units):

Fund	Year	FFY 99	FFY 00	FFY 01	FFY 02	FFY 03	FFY 04
Formula		\$1,944	\$1,944	\$2,000	\$2,000	\$2,100	\$2,200
Other Federal		\$679	\$680	\$700	\$725	\$750	\$775
Non-Federal		\$2,917	\$3,000	\$3,200	\$3,300	\$3,500	\$3,750
Total		\$5,540	\$5,624	\$5,900	\$6,025	\$6,350	\$6,725
SY		17.3	18	18	19	20	20

Program 2. A healthy, well-nourished population that has access to an adequate, safe and secure food system.

Issue(s): Stakeholder listening sessions held throughout the State of West Virginia during 1997 and 1998 have pointed out citizen concerns for their access to a nutritious, safe and secure supply of foods.

Performance Goal(s): Increased consumer access to targeted agricultural and forest products of West Virginia that provide enhanced nourishment, greater assurances for safety, and better access through lower costs, added nutritional components, extended shelf-life, and better product distribution systems.

Output Indicators:

1. Better detection methods for food-borne illnesses (a).
2. Genetic and biochemical modification of locally produced foods (b).
3. Marketing and distribution research results for selected agricultural products (b).
4. Processing research results for extended shelf life of agricultural products (a and b).
5. Reduced losses of food and fiber to pest organisms (a).

Outcome Indicators:

1. Increased access to food for West Virginia consumers (b).
2. Greater consumer confidence in West Virginia produced and/or processed foods (a and b).
3. Reduced malnutrition in rural and urban poor populations (b).

Key Program Component(s): Research projects will focus on:

1. Enhanced safety for West Virginia's agricultural products through detection and treatment;

2. Better market distribution methods, identified through economic and consumer studies;
3. Shelf-life-extending technologies applied through food processing and packaging;
4. Improved management of pest organisms.
5. In 1999, three Hatch and State projects address these issues. See Appendix B.

Internal and External Linkages: Partnership will be continued with extension, federal labs, other universities, and the private sector, as appropriate to this performance goal. We will focus on shared responsibilities for the agreed research objectives of projects, and we will use joint ventures with industry to facilitate technology transfer, when appropriate.

Target Audiences: We will be focusing on the consumers of West Virginia produced agricultural products, with attention given to all citizens. When appropriate, special attention will be devoted to traditionally underserved sectors, such as rural and urban poor.

Program Duration: This program will continue for the five year life of this plan.

Allocated Resources (\$ x 1000; SY=units):

Fund	Year	FFY 99	FFY 00	FFY 01	FFY 02	FFY 03	FFY 04
Formula		\$35	\$35	\$40	\$40	\$45	\$60
Other Federal		\$0	\$50	\$60	\$75	\$90	\$100
Non-Federal		\$61	\$65	\$70	\$80	\$90	\$100
Total		\$96	\$150	\$170	\$195	\$225	\$260
SY		0.6	.6	1.0	1.5	2.5	2.5

Program 3. Greater harmony between agricultural and forest practices and the environment.

Issue(s): To be sustainable, any development strategy requires production practices that balance technologies that are both profitable and productive in the long term. All too often producers have too few options available to match economic necessity with environmental imperatives. Research strategies need to assure adequate options are available to producers for better decision making.

Performance Goal(s): Increase technology options available to agricultural and forest producers in ways to support sustainable development.

Output Indicators:

1. Methods for animal waste management that protect the environment.
2. Agricultural harvesting and forest logging practices that are compatible with economic and environmental goals.
3. Production practices options for reducing over-reliance on chemicals.

Outcome Indicators:

1. Reduced water pollution attributed to farm animals.
2. Less degradation of land as a result of harvest practices.
3. More rational uses of agricultural chemicals by producers.

Key Program Component(s): Research projects will focus on:

1. New, alternative technologies for managing animal wastes;
2. Development of options for harvesting methods that are environmentally sound and sustainable;
3. Improved pest, disease, and soil nutrient management systems.
4. In 1999, a total of 18 Hatch, McIntire-Stennis, and State projects address these issues. See Appendix B.

Internal and External Linkages: Partnership will be continued with extension, federal labs, other universities, and the private sector, as appropriate to this performance goal. We will focus on shared responsibilities for the agreed research objectives of projects, and we will use joint ventures with industry to facilitate technology transfer, when appropriate.

Target Audiences: We will be focusing on the most serious environmental problems of the State of West Virginia, as determined through local listening sessions, surveys, and through the College's Visiting Committee (see below). As a consequence, selected environmental sectors will receive our attention, but the intention is to have the greatest impact possible, with our limited resources. Indirect benefits will accrue to all citizens of the State through an improved environment and sustained development of our State's natural resources.

Program Duration: This program will continue for the five year life of this plan.

Allocated Resources (\$ x 1000; SY=units):

Fund	Year	FFY 99	FFY 00	FFY 01	FFY 02	FFY 03	FFY 04
Formula		\$719	\$720	\$730	\$740	\$750	\$760
Other Federal		\$161	\$165	\$175	\$180	\$200	\$250
Non-Federal		\$879	\$880	\$980	\$1,105	\$1,200	\$1,200
Total		\$1,759	\$1,765	\$1,885	\$2,025	\$2,150	\$2,210
SY		7.7	7.7	8.2	8.2	9.0	9.0

Program 4. Enhanced economic opportunity and quality of life for citizens and communities.

Issue(s): Rural and urban communities need to have more options for economic development and quality of life improvement. Research is required that is both economically and culturally sensitive to the needs of traditionally underserved groups.

Performance Goal(s): Increase the economic opportunity and quality of life options available to all citizens.

Output Indicators:

1. Technologies that expand family income streams.
2. Greater understanding of workforce limitations and constraints.
3. Better intervention methods for quality of life improvements.

Outcome Indicators:

1. Economically improved rural and urban communities.
2. Opportunities for reduced unemployment.
3. A more employable workforce.
4. Qualitative improvements in life quality for some previously underserved sectors.

Key Program Component(s): Research projects will focus on:

1. Supplemental income strategies, especially for low income families;
2. Better methods for characterizing employee skills and employer needs;
3. Improved methods to measure and assess the quality of life in West Virginia;
4. Alternative enterprises, e.g. tourism, aquaculture;
5. In 1999, a total of 14 Hatch, McIntire-Stennis, and State projects address these issues. See Appendix B.

Internal and External Linkages: Partnership will be continued with extension, federal labs, other universities, and the private sector, as appropriate to this performance goal. We will focus on shared responsibilities for the agreed research objectives of individual projects.

Target Audiences: We will be focusing on the most economically disadvantaged citizens of our State. Particular attention will be given to the traditional underserved populations in our rural communities.

Program Duration: This program will continue for the five year life of this plan.

Allocated Resources (\$ x 1000; SY=units):

Fund	Year	FFY 99	FFY 00	FFY 01	FFY 02	FFY 03	FFY 04
Formula		\$265	\$265	\$265	\$280	\$300	\$325
Other Federal		\$154	\$160	\$180	\$200	\$225	\$250
Non-Federal		\$543	\$600	\$625	\$700	\$800	\$875
Total		\$962	\$1,025	\$1,070	\$1,180	\$1,325	\$1,450
SY		4.8	4.8	4.8	5.0	5.0	5.0

Stakeholder Input.

Listening Sessions: Each year the Dean/Director and selected administrative staff and faculty will, in collaboration with West Virginia's Cooperative Extension Service, hold six or more open-to-the-public, out-in-the-State listening sessions. The purpose of these sessions will be to gather stakeholder input and comments on past achievements, current activities, and proposed plans for our research programs. All listening sessions will be publicly announced through local and regional newspapers, appropriate newsletters, and through our county Cooperative Extension offices in that locale. To better ensure attendance by all populations, our special contacts with trade groups, commodity associations, agricultural and forestry suppliers, and state agencies will be used to request their assistance in extending invitations to the broadest possible community of stakeholders. A more complete discussion of our stakeholder input processes, along with a summary of findings and results from recent sessions, is found in the document *A Practitioner's Guide to Implementing the 1998 Farm Bill*. The document may be viewed at <http://www.agnr.umd.edu/users/nera/publications.html>.

College Visiting Committee: In addition the College will continue to sponsor the College's Visiting Committee. Membership on this council is purposefully balanced to represent the diversity of agriculture and forestry in West Virginia today, and consumers of those products. The membership will remain at the present size of 16. Meetings of the Visiting Committee will be semi-annual. Additional meeting may be called at the discretion of the Dean/Director. Additional *ad hoc* members may be added for any meeting, especially for an agenda that focuses on a special topic.

Both sources of stakeholder-derived information will be summarized annually in an annual report from the Dean/Director.

Merit and Peer Review. We adopt by reference, and make a part of this report, the *National Standards for Merit and Peer Review* (Appendix C).

Multi-institutional, Multi-disciplinary, Multi-state, and Integrated Activities.

Extension. The West Virginia Agricultural and Forestry Experiment Station maintains joint appointments of certain scientists between the Experiment Station and Extension Service. These joint appointments greatly facilitate the identification of needs for the research programs as well as extension programs. In 1999, Research and Extension shared 11 scientists positions as follows:

Area	% Research	% Extension
Aquaculture	30	70
Veterinarian	80	20
Animal Science	20	80
Animal Science	22	78
Animal Science	20	80
Forestry	50	50
Agronomy	87	13
Plant Pathology	70	30
Soil Science/Reclamation	35	65
Entomology	30	70
Soil Science	30	70

The Director of the Experiment Station and the Director of Extension have monthly coordinating meetings where existing and potential activities of mutual interest are planned and developed. Stakeholder listening sections (see above) involve both research and extension personnel and issues relative to both are identified in these sessions.

Multi-institutional. Opportunities for collaboration with other colleges in West Virginia is somewhat limited. West Virginia University is the only doctoral degree-granting university in the state, and the only institution with a significant research faculty and facilities in the natural resources and agricultural sciences. Nonetheless, the West Virginia Land Grant Association, a partnership between West Virginia University and West Virginia State College, an 1890 institution, was formed in 1998. One of the purposes of the Association is to explore areas of mutual interest and potential collaboration in research and extension. We expect this partnership to identify areas of mutual interest where research and extension services to citizens will be expanded.

Multi-state. Our plan for fulfilling our obligations to the AREERA's multi-state, multi-

disciplinary and integrated activities are contained in *The Northeast Plan of Work*, which we adopt by reference and make a part of this report (Appendix B). Accomplishments reporting on our multi-state, multi-disciplinary, and integrated activities for our Station will be through the annual Northeast impact statements and the Northeast results reports

Projected Total Resources (all sources) (\$ X 1000; SY = units):

Program	FFY 1999	FFY 2000	FFY 2001	FFY 2002	FFY 2003	FFY 2004	Total
1	\$5,540	\$5,624	\$5,900	\$6,025	\$6,350	\$6,725	\$36,164
2	\$96	\$150	\$170	\$195	\$225	\$260	\$1,096
3	\$1,759	\$1,765	\$1,885	\$2,025	\$2,150	\$2,210	\$11,794
4	\$962	\$1,025	\$1,070	\$1,180	\$1,325	\$1,325	\$6,887
Total	\$8,357	\$8,564	\$9,025	\$9,425	\$10,050	\$10,520	\$55,941
SY	30.4	31.1	32	33.7	36.5	36.5	200.2

Projected Formula Fund Outlays (\$ X 1000):

Program	FFY 1999	FFY 2000	FFY 2001	FFY 2002	FFY 2003	FFY 2004	Total
1	\$1,944	\$1,944	\$2,000	\$2,000	\$2,100	\$2,200	\$12,188
2	\$35	\$35	\$40	\$40	\$45	\$60	\$255
3	\$719	\$720	\$730	\$740	\$750	\$760	\$4,419
4	\$265	\$265	\$265	\$280	\$300	\$325	\$1,700
Total	\$2,963	\$2,964	\$3,035	\$3,060	\$3,195	\$3,345	\$18,562

Equal Employment Opportunity Reporting. West Virginia University's published procedures for reporting Civil Rights compliance and Equal Employment Opportunity requirements, and the current AA/EEO approved plan for the College of Agriculture, Forestry, and Consumer Sciences, "*West Virginia University. Affirmative Action/EEO Plan Summary, 1999. College of Agriculture, Forestry, and Consumer Sciences*", are adopted by reference as part of this plan. Reports for the University and the College are filed by the West Virginia University's Office of the President to the U.S. Department of Education and must be in compliance with 41CFR60-2.13(a).

STRATEGIC PLAN



1998 - 2002



WEST VIRGINIA UNIVERSITY



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PREFACE

Efforts for this strategic plan for the College of Agriculture, Forestry and Consumer Sciences were initiated in early 1997. It has been developed with input from residents of the state, alumni, visiting committee members, faculty, staff, and students. The plan is envisioned to be a working plan, dynamic enough to address changes that may occur and specific enough to provide direction and be the basis for future decision making. The College plan will fit within and support the University's strategic plan. The structure of the College plan will permit the Divisions to develop supportive strategies.

David MacKenzie notes that "Strategic planning is strategic thinking. It does not deal with the nuts and bolts of how to get things done: it figures out how to using existing or accessible resources, comparative advantages, strengths, and opportunities to get things done."

This plan addresses the opportunities, constraints, and realities of conditions that may influence the College in coming years.

In order "to get things done" the faculty, staff, and administration of the College will be developing action plans for specific topics or issues that have been addressed in the strategic plan. These action plans, occurring over the next few years, will describe the nuts and bolts needed to move towards the goals of this strategic plan. Action planning will involve, as appropriate, students, staff, faculty, administrators, and stakeholders.

INTRODUCTION

Many changes have occurred in the past decade at West Virginia University and in the environment in which the College operates. Higher education overall is dramatically changing. Many reports in the last few years have analyzed the role land grant institutions should play in the twenty-first century. For example the Kellogg Commission on the Future of State and Land-Grant Universities reviewed critical issues facing land grant universities. These include: access to universities in the face of dramatic demographic changes and fiscal challenges; partnerships between universities and the society they serve; the societal need for lifelong learning; and reward and recognition of the creative work of faculty.

The College and the West Virginia Agricultural and Forestry Experiment Station participate in the federal-state public agricultural research, education and extension partnership that also faces dramatic changes. Funding levels, how funding should be distributed, and what types of research and institutions federal funding should support continue to be points of discussion.

At West Virginia University, President Hardesty has emphasized that we are a student-centered institution and has also called upon us to provide broader service to the State. In January 1997, the university's Research Task Force concluded that all faculty should be involved in research or other creative scholarly activity. These recommendations place demands on our time and resources and we need to examine the activities of the College in light of them.

Today's context includes West Virginia Senate Bill 547 (SB 547) that requires the University to reallocate \$32 million at the Morgantown campus by the year 2001 to allow salary increases for all WVU employees. Additional reallocation will be necessary to make funds available to invest in promising new projects and activities. Systems, programs and services that are outdated need to be identified and procedures to revise, alter or discontinue them must be developed.

The College has and will continue to change in response to this changing internal and external environment. The strategic plan presented here will help guide us into the next century.

VISION STATEMENT

The vision of the College of Agriculture, Forestry and Consumer Sciences is to be a highly regarded institution that imparts knowledge, generates new information, anticipates societal needs, provides leadership in solving problems, maintains linkages with citizens, and improves the quality of life for all people of the State.

MISSION STATEMENT

The mission of the College of Agriculture, Forestry and Consumer Sciences is to provide high quality undergraduate and graduate education, conduct basic and applied research, engage in other creative and scholarly activities, and perform public outreach and service. The future presents tremendous scientific, economic and social challenges due to a globalization of the economy, increasing population and the growing importance of environmental and consumer issues. Society expects increased benefits from its public-supported institutions. College administrators, faculty, staff, and students are responsive to these expectations through interdisciplinary programs designed to impart knowledge, promote leadership, build problem-solving teams, address critical issues and enrich the lives of citizens of

West Virginia, while protecting the environment in which we live. These programs range from local to international in scope and promote the wise use of natural, renewable, and human resources.

GUIDING PRINCIPLES

The faculty and staff of the College of Agriculture, Forestry and Consumer Sciences adopt the following principles to guide their teaching, research, and outreach activities towards our Mission:

- We are a service-oriented branch of West Virginia University. We will respond as appropriate to the needs of West Virginia residents, U.S. citizens, and the worldwide community.
- We will promote the use of multidisciplinary approaches and will seek innovative solutions to current problems in agriculture, natural resources, and family and consumer affairs.
- The well-being of natural, community, and family resources is inseparably linked to our mission and goals.
- We will adhere to a strict code of ethical conduct, honesty, integrity, and fairness in our teaching, research and service and we will work to instill these values in our students.
- Creativity and resourcefulness are essential to us as we work to remain productive in a future environment that we believe will be characterized by increasing competition for students, staffing, support funds, and infrastructure development and maintenance.
- We will be open to individual and cultural differences and create a learning and working environment that is conducive to the expression of multi-cultural traditions and values.
- We are committed to excellence and productivity in scholarship and creative endeavors and will engage in teaching and research that is relevant and visionary.
- We will provide leadership on pertinent issues of state and regional significance.

ENVIRONMENTAL ASSESSMENTS

The administrative, political, and social milieu of the College influences, even determines, the opportunities and restraints for realizing our plans. The key external and internal factors of the College environment are identified.

THE EXTERNAL ENVIRONMENT

Several external factors affect the College of Agriculture, Forestry and Consumer Sciences and include the following:

- State support
 - Senate Bill 547 has resulted in downsizing of College faculty and staff and has affected teaching and research.

- A very low ratio of state matching funds to federal funds in comparison to other states results in limited resources.
- The WV congressional delegation has been supportive of College programs in the past and should be sought out for opportunities to enhance support for College programs.
- Good opportunities exist for increased collaboration among the College and State agencies, such as the Department of Tourism, Department of Agriculture, and the Department of Natural Resources, in the way of outreach. However, redundancies of programs in agriculture and natural resources between the College and State agencies create ineffective use of dollars and human resources.
- Strong high school agriculture programs in the State can provide a good base for recruiting students.
- Federal formula funding (Hatch and McIntire-Stennis), which has been the mainstay of the College research programs, has become more precarious.
- West Virginia's diverse geography and economy present more challenges for research and teaching than the College will be able to cover. West Virginia University has had a poor presence in the southern-most ten counties.
- Some industries relevant to the College are among those with the most rapid growth and development. These include: forest products, tourism, animal products (poultry, beef, aquaculture), and horticulture industries (greenhouses and nurseries).
- We are faced with a period of declining number of graduates from West Virginia high schools and thus increased competition for these students.

THE INTERNAL ENVIRONMENT

Internal environment includes those factors within the University system, but external to the College. These include:

- More than thirty departments deliver required courses in the College's curricula. Linkages of College faculty with other faculty for inter- and multi-disciplinary research are many, involving nearly every other College of the University. Opportunities for cross-department and cross-college teaching can be enhanced.
- A climate of central control of decision making by University administration is evident; many decisions appear to be beyond the realm of influence and input by the College. Opportunity for budgetary input on initiatives important to the College is extremely limited. Some improvements in administrative support are noted but additional improvement would be beneficial.
- A perception exists that those outside the College poorly understand its land grant history and mission. Thus, the unique role of the College's farms and forests as field laboratories for many of our courses and for our research is not appreciated. This fosters a tense environment in which the College must operate.

STRATEGIC ISSUES

In view of the environmental factors that are, and will, affect the College, certain issues appear to be significant ones for strategic planning:

- Downsizing/fewer faculty (resulting from SB 547) creates challenges especially related to an expanding knowledge base and the balance of teaching and research.
- Student concerns/issues such as advising students, internships, summer jobs, permanent employment, and support of extracurricular activities (clubs, judging teams, etc.) are evident.
- Alternative funding sources must be sought in light of the continuing trend of decreasing federal support.
- New programs and focus areas relevant to evolving future needs of a changing clientele must be addressed in the face of resistance to change.
- The image of the College and its undergraduate and graduate programs, research and service activities, must continue to be enhanced.

STRATEGIC GOALS

Strategic goals are the targets at which we aim our resources. The goals may not be entirely attainable, but they are of such importance that they must be addressed. Goals are accomplished, in whole or in part, by designing specific objectives for attention. Objectives will be the subject of the action plans that will be developed within each goal area.

OPERATIONAL GOALS

Assessing the effectiveness of the College's efforts and finding ways to meet operational goals is a continuous process. To maximize our effectiveness, the College of Agriculture, Forestry and Consumer Sciences will:

- **Become proactive in helping to determine the future of agriculture, forestry and rural communities in West Virginia.**
 - Solicit stakeholder input on the priorities and goals of the College annually.
 - Engage faculty and staff in decision making and accomplishing the operational goals of the College.
- **Establish a culture of trust and community in the College.**
 - Emphasize fair and equitable treatment of all faculty and staff.
 - Eliminate unnecessary competition among faculty, programs, and Divisions and remove other barriers to teamwork and cooperation.

- Enhance communication throughout the College.
- **Enhance resource utilization.**
 - Explore synergies among programs and across Division boundaries.
 - Manage physical resources efficiently. Generate new revenues.
- **Invest in and maximize the College's human resources.**
 - Provide incentives and opportunities for additional training and professional development in order to take advantage of new programmatic opportunities.
 - Establish a mentor program for junior faculty.
 - Establish clear standards of performance for faculty, staff and students and provide prompt feedback that includes advice and guidance.
 - Align faculty goals in teaching, research, and service with the goals and mission of the program, Division, and College.
 - Recruit and retain the best academic students.
- **Eliminate administrative barriers wherever possible to unleash capacity of College faculty and staff.**
 - Evaluate College personnel, purchasing, and other administrative practices with a view to improving efficiency, motivation, and productivity.
- **Aggressively increase financial resources.**
 - Increase external funding from grants and contracts.
 - Increase support by alumni, friends of the College, foundations, industries and other sources of private giving.
- **Accomplish excellence in teaching.**
 - Encourage faculty participation in development activities related to teaching.
 - Maintain high standards for student advising.
 - Explore alternative methods for delivery of on- and off-campus instruction.
 - Reward successful teaching innovation.
- **Maximize operational effectiveness of the College.**
 - Seek support for consolidation of all on-campus College programs into one

building.

- Reexamine the administrative structure of the College in view of changing conditions of staffing, funding and priorities among the teaching, research, and outreach programs.

PROGRAMMATIC GOALS

The College of Agriculture, Forestry and Consumer Sciences will build strong, competitive programs supporting the following goals (Allocation of 1998 resources are shown for each goal):

- **Agricultural and forest production systems that will compete successfully in the global economy.**

Current resource allocation: research = 46 projects, \$5,475,000; teaching = 21.14 FTE, \$1,780,000; total = \$7,255,000.

- Develop productive and sustainable forest practices and forest stewardship programs that emphasize multiple usage of forested lands.
- Develop profitable and sustainable plant and animal agricultural enterprises in West Virginia.
- Pursue strategies that will decrease costs for producers and increase profits.
- Develop new value-added products and products that meet consumer needs.
- **A safe, secure food and fiber system that ensures healthy, well-nourished children, youth and families.**

Current resource allocation: research = 5 projects, \$128,000; teaching = 4.30 FTE, \$329,000; total = \$457,000.

- Develop information that will aid in the management of pests, diseases, and predators.
- Generate relevant, up-to-date food safety information for the producer and the consumer.
- Contribute to food and nutritional information that define the relationship between diet, lifestyle and health and enhances the public understanding of diet's role in lifelong health.
- **Greater harmony between agricultural and forest practices and the environment.**

Current resource allocation: research = 20 projects, \$1,639,000; teaching = 14.94 FTE, \$1,088,000, total = \$2,727,000.

- Promote sustainable agricultural and forest production and enhance environmental quality by developing cost-effective, environmentally friendly

production practices.

- Improve water quality by developing improved management practices and through remediation.
- Promote sound environmental and natural resource management.
- **Enhanced economic opportunity and quality of life for citizens and communities.**

Current resource allocation: research = 13 projects, \$900,000; teaching = 23.37 FTE, \$1,566,000; total = \$2,466,000.

- Enhance the understanding of the economic importance of agriculture and forestry in West Virginia and the conditions that promote rural and regional development.
- Develop programs that promote new business and growth in existing business, including farms.
- Support quality of life issues for rural West Virginians and strong child, youth and family development.
- **Education of society-ready graduates.**

Cuts across other programmatic goals; current resources reported as assigned to other programmatic goals.

- Ensure practical experience for our students through internships and other on-the-job experiences and prepare students to enter the workforce.
- Provide personal guidance to our students by continuing outstanding student advising.
- Enhance the use of information technology and distance learning in program delivery and develop avenues for "just-in-time" learning for the non-traditional student.

MECHANISMS FOR RESOURCE ALLOCATION

Allocation of the College's human, physical, and fiscal resources is an on-going feature of College administration. New opportunities and constraints on resources may result in altered views of the optimal ways for the deployment of resources to meet goals.

FACTORS INFLUENCING ALLOCATIONS

- **Assumptions on sources of current income**
 - Senate Bill 547 will have a definite impact on the University appropriation (54% of current income) through fiscal year 2001. Based on current projections, the

College and Experiment Station will be short on their reversion assessment at the end of FY 2001. Funds for operating costs have remained constant over the last five years and will remain flat or decrease, losing purchasing power to inflation. The worst case scenario would require the College and Experiment Station to reduce its budget by 3% per year.

- Based on current information, formula funds (Hatch, McIntire-Stennis, Animal Health; 19% of current income) could at best remain constant or face a cut of 3% (or greater) per year for the next five years with emphasis being shifted by USDA to competitive grants.
- Grants and contracts (Federal, State, Private; 16% of current income) have been increasing over the last five years and should continue to increase in the next five years with emphasis changing from formula funding to competitive grant funding although these are not expected to increase sufficiently to offset the potential losses from other sources unless intensified efforts are undertaken to enhance the faculty's capabilities in obtaining grants.
- Sales (Farms and Forest; 8% of current budget) have been decreasing over the last five years. They currently do not produce enough income to offset the cost of paying the non-personal service costs of the facilities. If the current operations of the farms and forests continue, additional funding will be needed from other sources to operate those activities at their current levels or ways to increase efficiency need to be pursued.
- Miscellaneous income (Overhead, Nursery School, Off-campus Education, Fees; 3% of current budget) should increase during the next five years with increased grant activities (overhead) and additional off-campus courses being offered.
- **Potential areas to increase income**
 - Increase enrollment in undergraduate and graduate courses.
 - Provide additional service courses for both College and non-college students.
 - Increase offerings of summer and/or adult education classes.
 - Increase grants and contracts.
 - Increase direct appropriations from State or Federal legislatures in support of College programs.
 - Increase support from private giving.
 - Increase allied-industry support.
 - Increase sale of and profit generated by items produced by the College/Experiment Station.
 - Charge for traditionally free services (e.g., soil testing).

- Special fees for laboratories requiring higher-than-normal resources to teach.
- **Potential changes in expenditure patterns**
 - Potential retirement of 25% of the faculty in the next five years will create a pool of resources that could be redirected to high priority areas.
 - Expenditure budget allocations need to be reviewed to determine if reallocation can be made to redirect resources to high priority areas. All College and Experiment Station operations, including the farms and forests, need to be reviewed carefully to improve their efficiency while reducing costs.
 - A research resources allocation strategy for formula funds needs to be developed to direct these resources to high priority areas, increase flexibility of these funds to respond to research opportunities and address new initiatives and support research-building efforts of new faculty.

- **Best Case Scenario**

State and Federal appropriations remain constant with grants and new income absorbing some increased operating costs. Total budgeted personnel positions would remain at the current level. Changes could be made with the reallocation of resources and the redistribution of positions from retirements to high priority areas. However, reviewing all operations also is essential, including the farms and forests, to reduce inefficiencies and to accrue savings that would enhance achieving the College and Experiment Station missions.

- **Worst Case Scenario**

State appropriations would be reduced by 3%, and Federal allocation would be reduced by 15%. Increases in grants and other income areas could not offset the State and Federal reductions because they could not be used for long-term commitments. Two examples of cost reduction measures that could be implemented: 1) Reduce off-campus farming operations, and 2) eliminate at least four faculty positions, along with support staff and related operating expenses. The College average cost per faculty is approximately \$106,000 (FTE = 50% instruction and 50% research) which includes the cost of the faculty member, support staff, and operating expenses. Changes would have to be made by reducing programs and reallocating resources to high priority areas.

GUIDING PRINCIPLES FOR RESOURCE ALLOCATION

- Allocations should support a minimum of one strategic goal.
- Allocations should support maintenance and/or development of a "core of expertise" or "critical mass" to meet student demand for academic programs, to conduct research, and to provide public service to address issues important to citizens of West Virginia.
- Allocation processes should be flexible to support development of new programs identified as priorities through the planning process.

- Allocations should be used to encourage greater participation in interdisciplinary programs.

CRITERIA FOR EVALUATION OF PROGRAMS AND RESOURCE ALLOCATION

Programs that meet most of the following criteria will be emphasized:

- Make a significant contribution to the College missions.
- Enjoy good student interest as measured by enrollment.
- Have significant internal and external availability of funding.
- Have a record of past success and established strengths.
- Support a Ph.D. program or programs.
- Provide job opportunities for graduates.
- Are relatively unique in the State and region.
- Focus on opportunities that are relatively unique to West Virginia.
- Are cost effective.

STRATEGIC PARTNERSHIPS

Clearly, the College working alone cannot meet all of our programmatic goals. Thus, we will need to form strategic partnerships with a variety of organizations and institutions to get the job done. A successful partnership must be win-win, i.e., both parties must gain from the relationship. Strategic partners include groups to cooperate with, groups to collaborate with, and, potentially, a combination of the two.

The College develops partnerships for a variety of purposes. These include:

- To develop sources for additional financial resources
- To promote a means of increasing programmatic potential.
- To garner political support
- To increase job potential for graduates and to create internships and cooperative opportunities.
- To facilitate regionalization of efforts and allow resources to be mutually leveraged to better serve our clientele.

Some examples of possible strategic partners include:

- State and federal agencies.

- Other colleges and units at WVU, other colleges and universities within West Virginia, and other universities in the land grant system, particularly in the surrounding states and the Northeast.
- Industry, trade/commodity organizations and professional organizations.
- Foundations and non-governmental organizations (NGOs).

REWARDS AND INCENTIVES

Significant changes in College operations are likely to occur as a result of external pressures as well as efforts generated by the College as the strategic plan is implemented. People will achieve the goals and objectives, and people should have incentives for working on improvements and should be rewarded for contributions that are successful. To carry out this strategic plan, the College will strive to:

- Show appreciation through acknowledgment of individual contributions and positive reinforcement of actions and activities supportive of the strategic plan.
- Ensure the presence of an environment in which employees are empowered and that nurtures an atmosphere of trust and respect among all employees.
- Provide a user friendly physical work environment.
- Encourage and facilitate enhanced communication.
- Foster professional development of all employees.

STRATEGIC PLANNING STEERING COMMITTEE AND PROCESS ACTION TEAM (PAT) MEMBERS

Strategic Planning Steering Committee:

Barton Baker
Gary Bissonnette
Jack Coster
Bob Dailey
Jerald Fletcher
Rosemary Haggett
Ron Hungate
Denise Hunnell
Jamie Kiszka
Joe McNeel
Kerry Odell
Peter Schaeffer
Tony Tomkowski
John Warren
Jan Yeager

External Consultant:

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Bill Grafton
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Ron Hungate
Denise Hunnell
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Mary Head
Loretta Hoover
Keith Inskip
Bill Jones
Brett Kenney
John Killefer
Jamie Kiszka
Hillar Klandorf
Layle Lawrence
Paul Lewis
Marian Liddell
Steve McBride

Nora MacDonald
Carol Markstrom
Will McClung
Louis McDonald
Joe McNeel
Leah Messer
Danny Montgomery
Kerry Odell
Dan Panaccione
Joy Patterson
Tim Phipps
Ed Prigge
Dottie Rauch
Rich Russell
Dave Samuel
Peter Schaeffer
Steve Selin
John Sencindiver
Tony Tomkowski
Theresa Wang
John Warren
Tammy Webster
David Welsh
Jan Yeager

We thank the citizens of West Virginia for their input given at community meetings and our colleagues in the West Virginia University Extension Service for helping to arrange those meetings.

PAT reports and other resource materials are available on file.

APPENDIX B.1. Research Projects.

Globally Competitive Agricultural and Forestry Production Systems

PROJECT NO	PROJECT TITLE
H-293	BIOLOGICAL IMPROVEMENT OF CHESTNUT AND MANAGEMENT OF THE CHESTNUT PATHOGENS AND PESTS
H-294	FORAGE CROP GENETICS AND BREEDING TO IMPROVE YIELD AND QUALITY
H-317	BIOLOGICAL CONTROL OF MULTIFLORA ROSE AND STUDIES OF MITES AFFECTING PLANT AND HONEY BEES IN WEST VA
H-321	ASSOCIATION OF FERTILITY WITH TEMPORAL CHANGES IN OVARIAN FUNCTION OF DOMESTIC RUMINANTS
H-356	SOLUBILIZATION OF INSOLUBLE PHOSPHATE BY COMMERCIAL AND NATURALLY-DERIVED 2-KETOGLUCONATE
H-360	MANIPULATION OF ERGOT ALKALOID PRODUCTION IN THE ENDOPHYTE OF TALL FESCUE
H-367	INTEGRATED MANAGEMENT OF TREE FRUIT INSECTS
H-369	AN EVALUATION OF INTERNATIONAL MARKETS FOR SOUTHERN COMMODITIES
H-371	EFFECT OF MILKING INTERVAL ON ENERGETIC EFFICIENCY OF LACTATING DAIRY COWS
H-374	MUSCLE GROWTH REGULATION:IMPACT ON PRODUCTION EFFICIENCY, MEAT QUALITY AND GROWTH DISORDERS
H-375	CONCEPTUAL AND EMPIRICAL INVESTIGATIONS INTO SUSTAINABILITY WITH IMPLICATIONS FOR WEST VIRGINIA
H-376	INVESTIGATION OF THE ENVIRONMENTAL IMPACTS OF KILN DRYING APPALACHIAN HARDWOODS
H-377	MULTI DISCIPLINARY EVALUATION OF NEW APPLE CULTIVARS

- H-378 COLD HARDINESS OF PLANTS: COLD TOLERANCE AND PHYSIOLOGICAL/MOLECULAR MECHANISMS OF COLD ACCLIMATION
- H-379 DIVERSITY AND INTERACTIONS OF BENEFICIAL BACTERIAL AND FUNGI IN THE RHIZOSPHERE
- H-383 ENVIRONMENTAL AND ECONOMIC IMPACTS OF NUTRIENT FLOWS IN DAIRY FORAGE SYSTEMS
- H-386 COORDINATION OF NUTRIENT AVAILABILITY FOR RUMEN FERMENTATION AND ANIMAL PERFORMANCE
- H-387 BIONOMICS OF FOREST ARTHROPODS AND THEIR RESPONSE TO FOREST MANAGEMENT PRACTICES
- H-388 ALTERNATIVE DISEASE CONTROL STRATEGIES FOR THE PRODUCTION OF APPLES FOR PROCESSING
- H-389 BIOLOGICAL AND CULTURAL MANAGEMENT OF PLANT PARASITIC NEMATODES
- H-390 THE UTILIZATION OF COOL-SEASON FORAGES FOR LIVESTOCK PRODUCTION
- H-391 PASTURE IMPROVEMENT THROUGH WEED MANAGEMENT
- H-393 PREVENTION OF ADVANCED GLYCOSYLATION ENDPRODUCT-INDUCED TISSUE COMPLICATIONS, BROILER-BREEDER CHICKENS
- H-395 COMMODITIES, CONSUMERS, AND COMMUNITIES: LOCAL FOOD SYSTEMS IN A GLOBALIZING ENVIRONMENT
- H-396 PRODUCTIVE PERFORMANCE AND FERTILITY OF BROILER BREEDERS IN COLONY CAGES AND CONVENTIONAL FLOORING
- H-399 SEASONAL MAST AVAILABILITY FOR WILDLIFE IN WEST VIRGINIA
- S-006 FIELD CROP VARIETY TESTING
- S-024 MISCELLANEOUS INSECT AND INSECTICIDE STUDIES

- S-119 PEPTIDE SYNTHETASE GENES FROM *ACREMONIUM COENOPHIALUM*
- S-123 ALTERNATIVE PEST CONTROL STRATEGIES FOR THE PRODUCTION OF APPLES FOR PROCESSING
- S-124 ASSOCIATION OF INFLAMMATORY-LIKE REACTIONS IN THE OVULATORY PROCESS OF GILTS
- S-126 ASSESSMENT OF ALTERNATIVE AND CONVENTIONAL IPM STRATEGIES FOR THE PRODUCTION OF APPLES FOR PROCESSING
- S-129 EMBRYOTOXIC EFFECT OF EARLY REGRESSION OF FIREST CORPUS LUTEUM IN POSTPARTUM ANESTRUS IN BEEF COWS
- S-130 WEST VIRGINIA NAPIAP PROGRAM
- S-131 GLOBAL DYNAMICS OF POULTRY TRADE
- S-133 BIOLOGY AND MANAGEMENT OF OAKWILT AND OTHER FOREST DISEASES
- S-135 WV PESTICIDE IMPACT ASSESSMENT PROGRAM
- S-156 EXPLORATORY INVESTIGATIONS IN FORESTRY AND RELATED FIELDS
- MS-066 THE EFFECTS OF DIAMETER-LIMIT CUTTING ON STRUCTURE AND DEVELOPMENT OF APPALACHIAN HARDWOOD STANDS
- MS-069 LONG-TERM EFFECTS OF GYPSY MOTH DEFOLIATION ON FOREST REGENERATION AND WILDLIFE POPULATIONS
- MS-071 NUTRIENT CYCLING IN A WEST VIRGINIA FOREST ECOSYSTEM
- MS-074 INCORPORATING LANDSCAPE PATTERNS AT VARYING SCALES INTO LONG -TERM FOREST MANAGEMENT PLANS
- MS-076 BIORATIONAL PROTECTION OF APPALACHIAN HARDWOODS
- MS-078 ORTHOTROPIC ELASTICITY AND STRENGTH OF APPALACHIAN HARDWOODS IN RELATION TO MANUFACTURING COMPOSITES

APPENDIX B.2. Research Projects

Secure Food System and Healthy Population

PROJECT NO.	PROJECT TITLE
S-024	MISCELLANEOUS INSECT AND INSECTICIDE STUDIES
S-128	CHROMOSOMAL ABERRATIONS AND DNA DAMAGE FROM FOOD MUTAGENS, RADIATION AND AGRICULTURAL PESTICIDES
H-385	FACTORS AFFECTING PERINATAL, MATERNAL NUTRITIONAL STATUS, HEALTHCARE AND PREGNANCY OUTCOMES

APPENDIX B.3. Research Projects

Harmony Between Agriculture and Forestry Practices and the Environment

PROJECT NO	PROJECT TITLE
H-364	BENEFITS AND COSTS TRANSFER IN NATURAL RESOURCE PLANNING
H-375	CONCEPTUAL AND EMPIRICAL INVESTIGATIONS INTO SUSTAINABILITY WITH IMPLICATIONS FOR WEST VIRGINIA
H-380	ENVIRONMENT SIGNIFICANCE OF METALS IN WEST VIRGINIA SOILS
H-382	CHARACTERIZATION AND CLASSIFICATION OF MINE SOILS
H-384	GROUND AND SURFACE WATER QUALITY IMPROVEMENT AND PROTECTION IN WEST VIRGINIA
H-394	RURAL DEVELOPMENT THROUGH ENVIRONMENTALLY ENHANCED POULTRY PRODUCTION
H-397	BIOREMEDIATION OF PESTICIDE CONTAMINATED MEDIA
H-400	EFFECTS OF COMPLEX MIXTURES ON THE CHEMICAL AND PHYSICAL PROPERTIES OF SOILS AND SOIL MATERIALS
S-008	SOIL SURVEY WORK IN WEST VIRGINIA
S-094	PRELIMINARY INVESTIGATIONS IN SOIL SCIENCES
S-136	ECOTYPIC VARIATION IN ECTOMYCORRHIZAL FUNGI FROM SERPENTINE SOILS
S-656	EXPLORATORY INVESTIGATIONS IN FORESTRY AND RELATED FIELDS
MS-069	LONG-TERM EFFECTS OF GYPSY MOTH DEFOLIATION ON FOREST REGENERATION AND WILDLIFE POPULATIONS
MS-071	NUTRIENT CYCLING IN A WEST VIRGINIA FOREST ECOSYSTEM
MS-073	SPATIAL AND TEMPORAL ANALYSIS OF GROWTH AND STAND DEVELOPMENT IN AN APPALACHIAN WATERSHED

MS-074

**INCORPORATING LANDSCAPE PATTERNS AT VARYING SCALES
INTO LONG-TERM FOREST MANAGEMENT PLANS**

MS-075

**THE EFFICACY OF ECONOMIC DEVELOPMENT PROGRAMS IN
FOREST-DEPENDENT COMMUNITIES**

MS-079

**LINKING THE EFFECTS OF LAND USE/FOREST MANAGEMENT
PRACTICES UPON FISH AND INVERTEBRATE PRODUCTION**

APPENDIX B.4. Research Projects

Economic Enhancement and Quality of Life

PROJECT NO	PROJECT TITLE
H-375	CONCEPTUAL AND EMPIRICAL INVESTIGATIONS IN SUSTAINABILITY WITH IMPLICATIONS IN WEST VIRGINIA
H-384	GROUND AND SURFACE WATER QUALITY IMPROVEMENT AND PROTECTION IN WEST VIRGINIA
H-392	HIGHER EDUCATION IN RURAL AND COMMUNITY ECONOMIC DEVELOPMENT: THE CASE OF WEST VIRGINIA
H-394	RURAL DEVELOPMENT THROUGH ENVIRONMENTALLY ENHANCED POULTRY PRODUCTION
H-395	COMMODITIES, CONSUMERS, AND COMMUNITIES: LOCAL FOOD SYSTEMS IN A GLOBALIZING ENVIRONMENT
H-398	EFFECTS OF THE 4-H CHARTING PROGRAM ON THE DEVELOPMENT OF YOUTH
S-127	PROGRAM DEVELOPMENT IN AGRICULTURAL EDUCATION
S-156	EXPLORATORY INVESTIGATIONS IN FORESTRY AND RELATED FIELDS
MS-067	RURAL DEVELOPMENT INITIATIVES IN FOREST-DEPENDENT COMMUNITIES
MS-075	THE EFFICACY OF ECONOMIC DEVELOPMENT PROGRAMS IN FOREST-DEPENDENT COMMUNITIES
MS-077	IDENTIFYING, MONITORING AND PRIORITIZING SUSTAINABILITY IN WILDERNESS AND PROTECTED AREAS
MS-080	THE ROLE AND INFLUENCE OF VOLUNTARY ASSOCIATIONS IN THE PLANNING AND MANAGEMENT OF PUBLIC LANDS
MS-081	EFFECT OF CHANGING ROUNDWOOD PRODUCT CONSUMPTION ON APPALACHIAN FOREST RESOURCE
MS-082	INTERPRETATION INITIATIVES IN THE NPS: TEST THEORY, IMPROVE PRACTICE, AND MONITOR VISITOR OUTCOMES

APPENDIX C. Northeast Coordinated Activities Framework

The final version of this document is in preparation at the time of submission of the POW and not available for inclusion and is incorporated as part of this report by reference. The final document may be viewed on the Internet at <http://www.agnr.umd.edu/users/NERA/>.

APPENDIX D. Guidelines for Peer Reviews

DRAFT June 1, 1999

PEER REVIEW Of RESEARCH PROJECT PROPOSALS

Performance Standards And Operational Guidelines For State Agricultural Experiment Stations

Intention: This document sets out performance standards and operational guidelines for peer reviews of research to be supported by State Agricultural Experiment Stations. The intention of the document is to facilitate individual stations and their collective multi-state activities in complying with the provisions of the federal Agricultural Research, Extension, and Education Reform Act of 1998. Adoption of these standards and guidelines are voluntary, and will be primarily accomplished by adoption-by-reference in individual state Plans of Work.

Definition: Peer review of an individual research project proposal is defined as the evaluation of the conceptual and technical soundness of the intended activity by individuals qualified by their status in the same discipline, or a closely related field of science, to judge the worthiness of the proposal. Peer reviewers may also be asked in some cases to assess a project proposal for its likelihood for achieving the intended objectives and the anticipated outcomes.

Scope: The topics covered by this document pertain to research project proposals that are to be sanctioned and funded as part of the federal-state partnership in agricultural research. These standards and guidelines do not apply to proposed research that is subject to peer review by competitive grant agencies, peer review of research publications, or merit review of extension activities (see below). However, in the aggregate, all research projects sponsored by subscribing stations and the regional association will have been formally peer reviewed, before the expenditure of any federal funds.

Process: Prior to the initiation of any research project (to be supported wholly or in part by federal formula funding or by a special research grant), the responsible SAES director (or, in the case of multi-state projects, the administrative advisor) will call for a peer review of the proposed research activities. A minimum of three peer scientists (i.e., individuals qualified by their status in the same discipline, or a closely related field of science), will be asked to read and provide written comments on the proposed activities.

Terms of Reference: The terms of reference for the reviewers will focus their attention on questions of the quality of the proposed science, technical feasibility of the research, the validity of the scientific approach, and likelihood for completing the stated objectives. Additional comments may be requested on a project's relevance to a station's (or a region's, or national) priorities, the degree of integration with extension (as appropriate), responsiveness to stakeholder needs, and the accuracy of any claims for multi-disciplinary and multi-state collaboration.

Responsibility: All peer review activities for proposed station projects are the responsibility of the station's director, and the administrative advisor for a proposed multi-state project. However, this responsibility may be delegated to others by the station director or administrative advisor.

Appointment of Reviewers: Peer review scientists may be selected from the same campus or from another institution, at the discretion of the SAES director (or administrative advisor), or by the person delegated this authority. Consideration will be given in the selection of peer reviewers to the expenses associated with reviewing individual project proposals.

Additional consideration will be given to appointing reviewers who are without any apparent conflicts of interest and who are without personal or professional bias. Consideration may also be given in selecting reviewers that can protect confidential business information.

The anonymity of reviewers will not be preserved except in very special circumstances.

Documentation: Reviewers will be asked to present their findings in writing, and records of the reviewers' comments will be preserved for the life of the project, or for a period of three years in the event that a project is not initiated. Document storage will, for the most part, be electronic.

Research not Covered: Projects funded by competitively awarded grants, federal contract research projects, and federal cooperative agreements are not subject to these provisions, as they would be peer reviewed under other authorities.

Performance Standards: Peer review of proposed projects is expected to provide the following performance outcomes:

- increase the quality of science funded by the federal-state partnership,
- better assure relevance to institutional priorities and mission,
- provide more responsiveness to stakeholder needs, and
- identify more opportunities to partner with other states, federal research agencies, and our Cooperative Extension counterparts.

Performance outcomes from peer reviews will be monitored by the responsible station director (or the administrative advisor) through the annual process of reporting results

and impacts, which is in turn part of the Plan of Work reporting requirements. Adjustments to this peer review process will be made, as needed.