

UC ANR Sustainable Agriculture Research and Education Program (SAREP)

**Program Review Presentation
February 12, 2008**

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Director, Agricultural Sustainability Institute

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Presentation Overview

SAREP transition period: July 2006 – present

SAREP review period: July 2001 – June 2006

Looking to the Future: July 2008 – June 2013

*Questions and hypotheses for consideration by
ANR Program Council and External Review Panel*

SAREP in Transition

MOU between ANR and CA&ES regarding SAREP 2005

UC Davis Agricultural Sustainability Institute created 2006

Tomich becomes Director of ASI and of SAREP Jan 2007

Working hypotheses

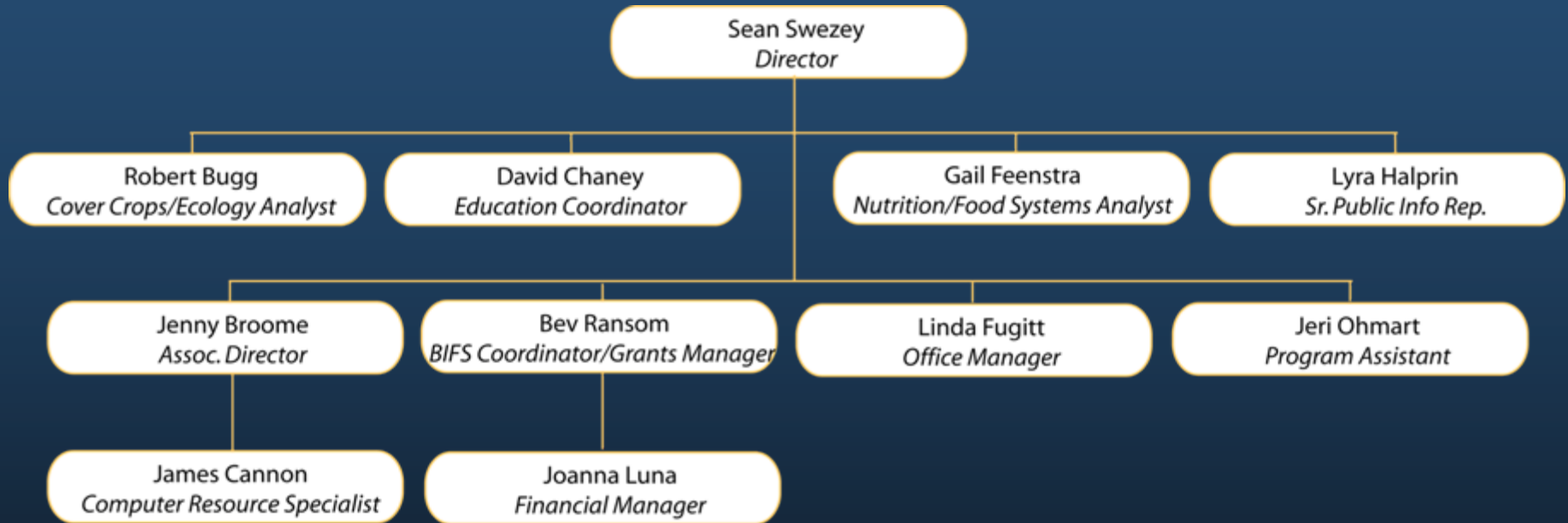
It is feasible to:

Create a shared vision for SAREP and ASI that will

Strengthen SAREP's programmatic work

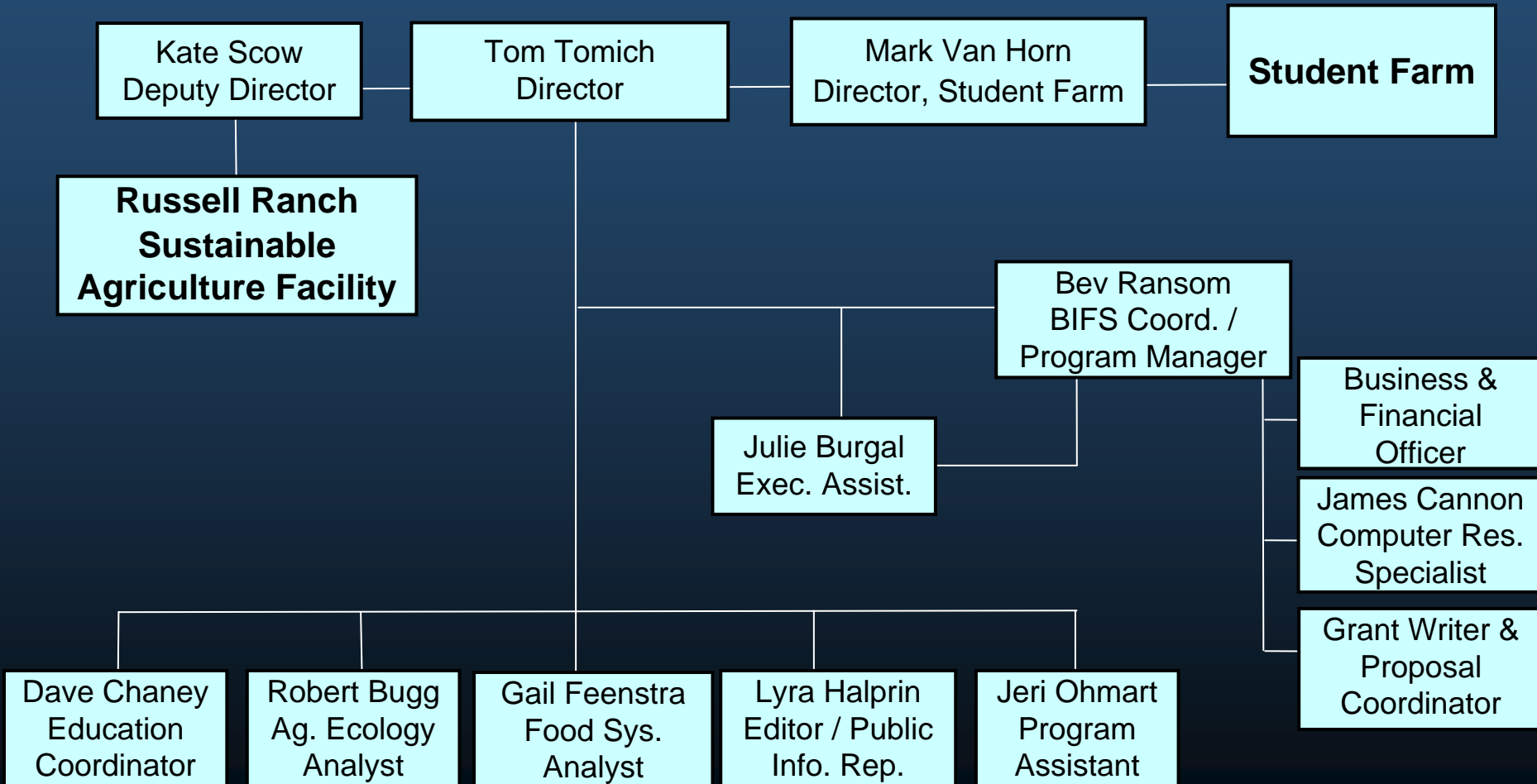
Enhance SAREP's unique role as a statewide program

SAREP Organizational Structure 2002



ASI / SAREP Organizational Structure

February 2008 snapshot



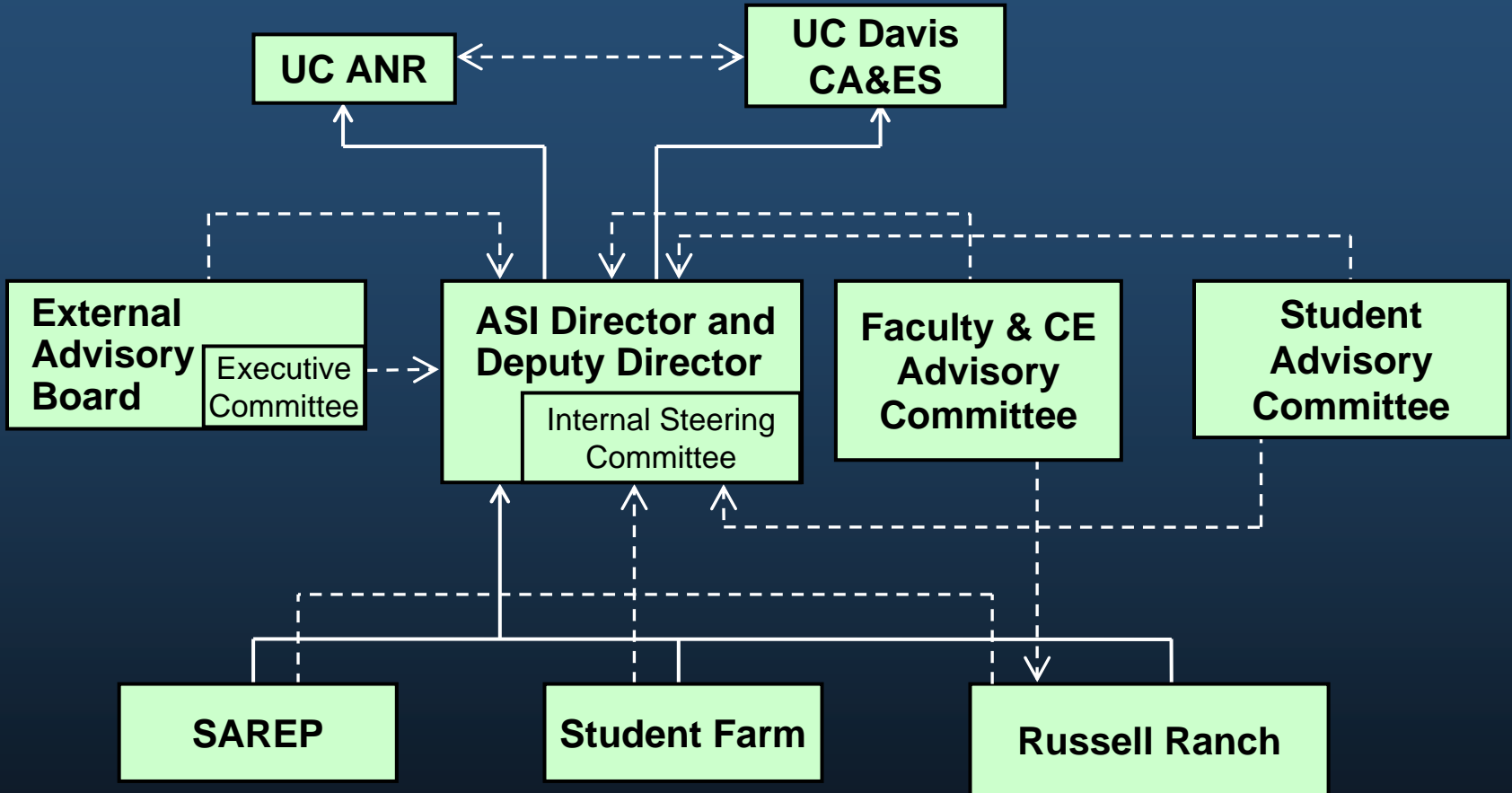
SAREP's primary roles within this evolving structure*

- Administer competitive grants
- Develop and distribute information
- Support long-term research on UC farmlands

* from founding legislation

Hypothesis: If we did not have SAREP, we'd need to invent it.

ASI / SAREP Accountability Structure





ASI / SAREP External Advisory Board Proposed Composition

- Farmers, ranchers: 6
(range of practices, sizes, locations across the state)
- Ag organizations: 2
- Environmental groups: 3
- Food and ag industry: 5
- State agencies: 1
- Farm labor and community groups: 2
- Educators: 2
- Media: 1
- Health sector: 1
- Higher ed (ex officio): 5

Criteria: legitimacy, leadership, vision, fundraising

Hypothesis: one external board can serve ASI and SAREP

SAREP review period (FY 2001 / 02 – 2006 / 07)

Goals – Inputs – Outputs – Impacts – Reach



SAREP Mission

(from July 2001 Strategic Plan)

Mission

SAREP provides leadership and support for scientific research and education in agricultural and food systems that are economically viable, conserve natural resources and biodiversity, and enhance the quality of life in the state's communities.

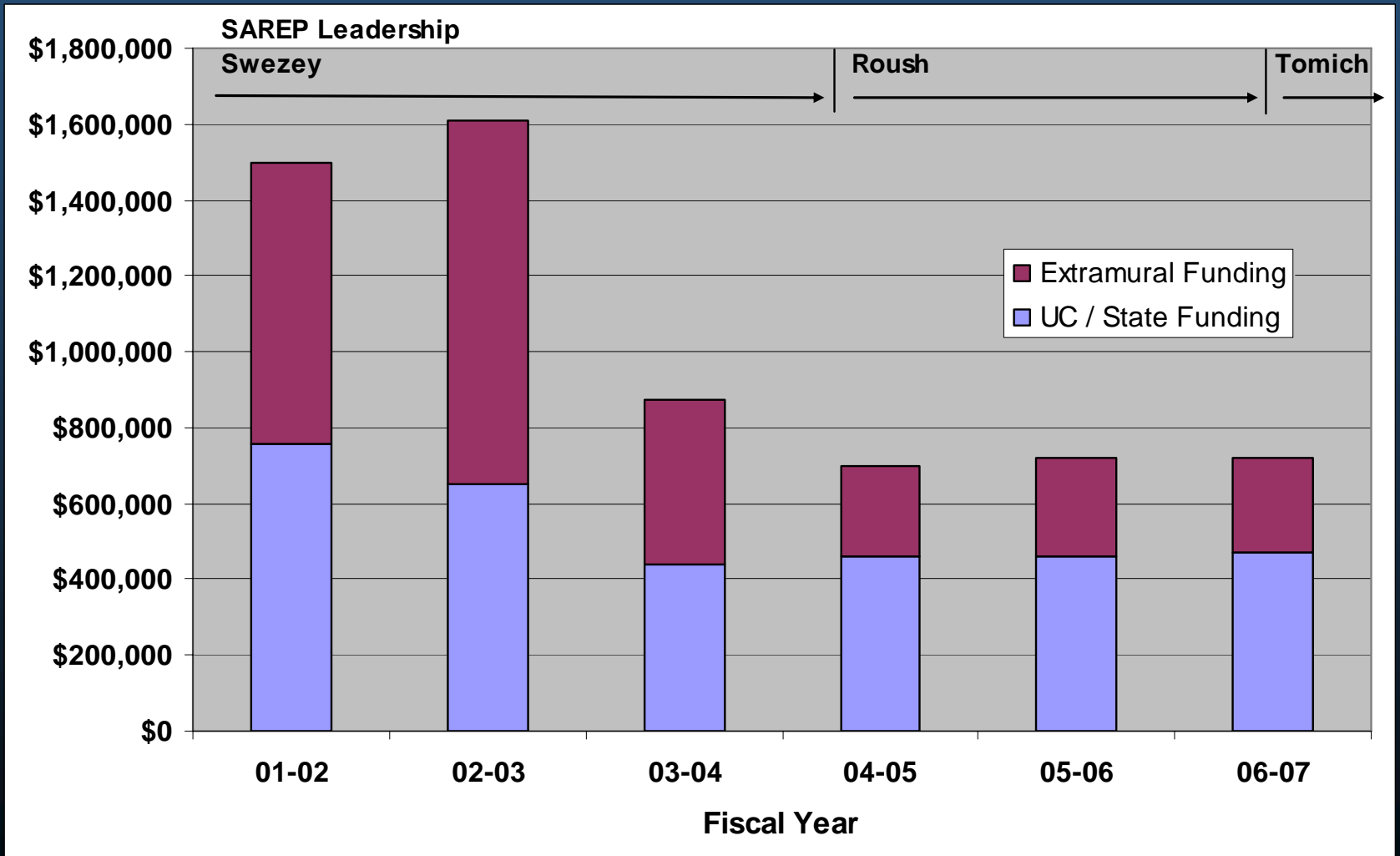
SAREP Goals

(from July 2001 Strategic Plan)

- To assist California farmers and ranchers in **developing and implementing sustainable production and marketing systems**; and
- To support California's **rural and urban communities in understanding the concept and value of sustainable agriculture** and participating in sustainable food and agricultural systems.

SAREP Funding

(FY 2001 / 02 – 2006 / 07)



Ratio of state funding to extramural funding (FY 2001 / 02 – 2006 / 07)

- \$2,887,083 extramural funding
- \$3,139,678 UC general funds
- Almost 1:1 ratio (brought in extramural funding equaling 92% of state funding)

SAREP Staff List

Tom Tomich, Director

Robert Bugg, Cover Crops/Restoration Ecology

James Cannon, Computer Resource Specialist

David Chaney, Education Coordinator

Gail Feenstra, Community Food Systems/Nutrition

Lyra Halprin, Senior Public Information Representative

Jeri Ohmart, Food Systems and Organic Outreach
Program Assistant

Bev Ransom, BIFS Coordinator

Vacant, Financial / Office Manager

SAREP Outputs ('01-'02 to '06-'07)

- ANR Publications: 13
- Newsletters: 15 (3/year) to 4000 readers each
- News releases: 73, typically “picked up” > 2 x each
- Other reports, publications, products: 40
- Refereed articles by SAREP Staff: 25
- Staff presentations: 157
- SAREP workshops: 187 with 5,200 participants
- ANR workgroup events and others: 40
- Web Site: page requests doubled to 224 K in 2006



(Seems to be very good output, but would appreciate comparable indicators / benchmarks.)

SAREP – ANR Publications

- Organic Olive Production Manual (2007)
- Guide to Efficient Nitrogen Fertilizer Use in Walnut Orchards (2006)
- Cover Crops for Walnut Orchards (2006)
- California Dairies: Protecting Water Quality (2006)
- Organic Apple Production Manual (2000)
- In Press: Organic Winegrowing Production Manual
- In Press: Organic Vegetable Crops Production Manual
- In Press: Cover Crops in Vegetable Farming Systems
- In Press: Flower Flies (Syrphidae) and Other Biological Control Agents For Aphids In Vegetable Crops

UC Delivers: 4 Impact reports – Dairy Solutions, Regional Marketing, Organically Grown, Water Pollution

SAREP Newsletter

Sustainable Agriculture

- 3 issues per year
- Distribution: 4000 (3200 mailed hardcopy, 550 e-list, ~ 200 handouts)
- Fall 2001 survey from 39 readers: 52% of respondents reported they have changed farming practices as a result of newsletter information



Public Information/Media



SAREP Media Outreach 2001 2007 Total News Releases = 72

Year	Number Produced	Number Picked Up (print/radio/tv/online clips or confirmations)	Hot Topics: Top 2
2001-02	11	27	Ag direct marketing workshop; Openings of Davis farm-to-school salad bars
2002-03	10	23	Release of national organic standards; Sustainable Ag lecture series
2003-04	9	24	UC budget crisis & fate of SAREP & statewide programs; Sustainable Ag lecture series
2004-05	11	34	Farm-to-school programs shift student diets; Farmworkers not addressed by organic ag
2005-06	11	29	Mandarin oranges market expansion; Successful transition to organic
2006-07	21	31	SAREP evaluation of UC Davis farmers market; W.K. Kellogg Foundation endowment

Selected Media outlets (partial list): NY Times, LA Times, Chicago Tribune, Atlanta Journal-Constitution, USA Today, San Diego Union-Tribune, San Jose Mercury News, Reuters, AP, Oprah Magazine, The Nation, US News & World Report, Wine Spectator, Gourmet, Calif. Farmer, Western Farm Press, NPR, Clear Channel, CBS News, Univision, National Latino Public Radio, Nasdaq.com

Other Reports, Publications

SAREP has produced approximately 40 reports, publications and other educational resources in-house, which it delivers through its website.

Highlights from FY 2001/02 – 2006/07 include:

- Proceedings--Partnerships for Sustaining California Agriculture: Profit, Environment and Community (2001)
- Ecological Pest Management Online Course (2001)
- Organic Farming Compliance Handbook: A Resource Guide for Western Region Agricultural Professionals (2005)
- Local Food Systems in a Global Environment Series (5 reports in 2002-2007)

Articles and Presentations by SAREP Staff

Articles Authored by SAREP Staff / Staff Presentations
(FY 2001 / 02 – 2006 / 07)

	Number in Category
Articles--Refereed	25
Staff Presentations	157

Workshops and Conferences

(FY 2001 / 02 – 2006 / 07)

SAREP-Sponsored or SAREP-Coordinated Events

- 187 different events (meeting grants, workshops, courses, field days)
- 5,200 total participants



Workshops and Conferences

(FY 2001 / 02 – 2006 / 07)

ANR Workgroups and other Collaborative Outreach

- BIFS Workgroup (5 meetings)
- Organic Farming Workgroup (5 meetings)
- Human Resources Continuing Conference (2007)
- Science of Sustainable Agriculture Seminar Series (19 lectures in Spring/Fall 2003)
- W.K. Kellogg Foundation Food and Society Networking Conference (2003)
- Urban Agriculture: Emerging Opportunities in Science, Education and Policy (2002)
- SAFS Field Days, UC Davis (4 events 2004-2007)
- Ecological Farming Association (assisted with 4 annual events)

SAREP Web Site Traffic Statistics

Avg. page requests for entire site **	2002	2003	2004	2005	2006	2007
Per month	106,532	109,319	138,415	188,451	224,713	203,394

** Page requests are for whole pages, regardless of the number of graphical elements or other files referenced in the page.

The screenshot shows the homepage of the University of California Sustainable Agriculture Research and Education Program (SAREP). The page features a header with the program name and a navigation menu with links for 'Welcome', 'Calendar', 'Contact Us', and 'Webmaster'. Below the header, there are several columns of content:

- Program Areas:** Includes links for Biologically Integrated Farming Systems, Community Food Systems, Crop/Livestock Production, Organic Farming Information, and Herbicide Alternatives.
- Grant Information:** Includes links for Funded Projects and Funding Opportunities.
- Resources:** Includes links for Educational Programs, Calendars, Newsletters, News Releases/Media, Publications, and Related Web Sites.
- What's New:** A list of recent news items, including 'Consent to award \$750,000 to UC sustainable agriculture program (October 2007)', 'Farm-to-Fork Dinner Conference (October 2007)', and 'SAREP represented at Terra Media conference (November 2006)'.
- Affiliated Programs:** Includes links for 'UC Center for Sustainability Institute' and 'Western Region SARE Program'.

The page also includes a search bar and a footer with contact information.

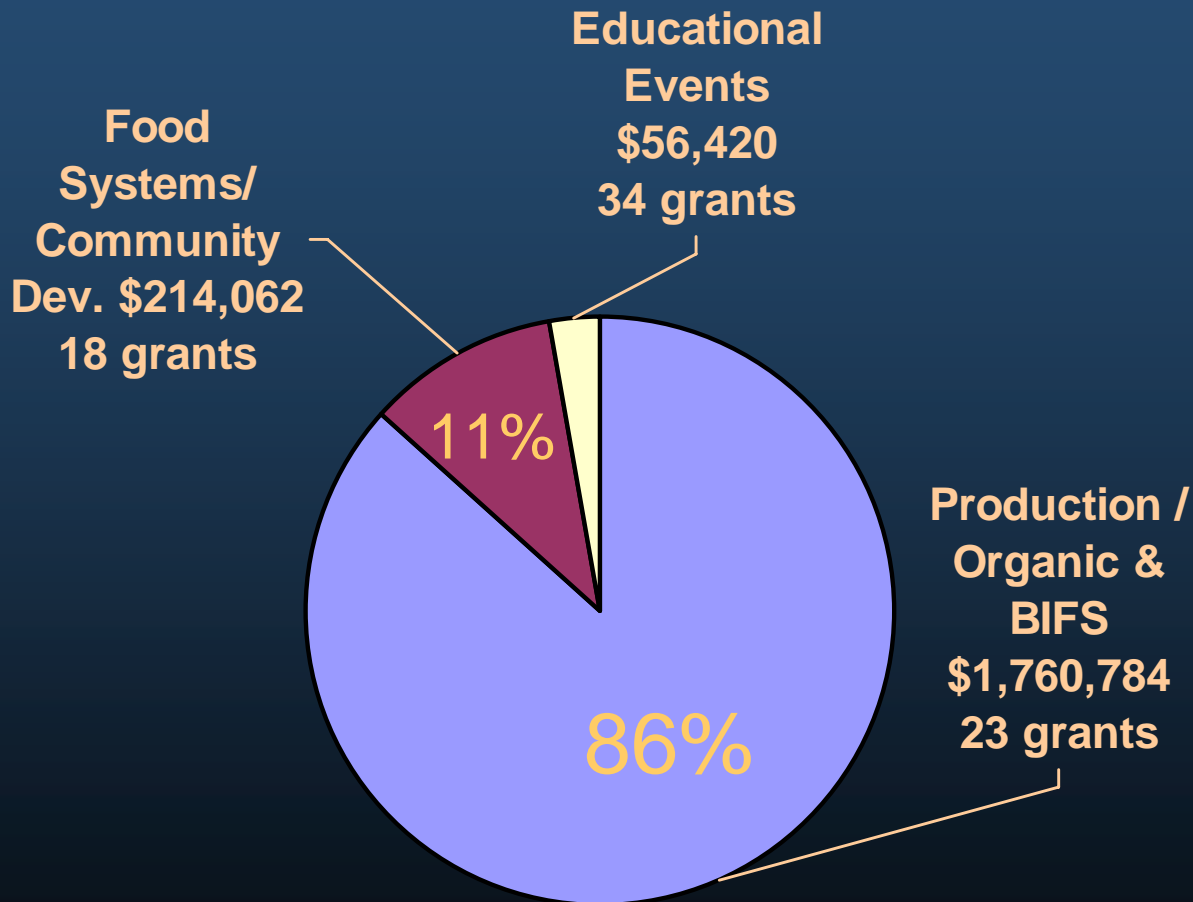
SAREP Web Site: Requests from Specific Program Areas

Web Site Area	Total Page Requests** (with % of total for 2007)		
	2005	2006	2007
Organic	262,191	261,420	249,204 (10.2%)
Ag Production	85,583	114,627	97,757 (4%)
BIFS	71,803	84,386	91,972 (3.7%)
Food Systems	75,824	112,265	90,078 (3.7%)
Cover Crop Resources	117,055	141,424	120,977 (4.9%)
Newsletter	489,779	601,681	583,688 (23.9%)
News Releases	158,862	171,899	139,879 (5.7%)
SAREP Total	2,261,423	2,696,564	2,440,738

** Page requests are for whole pages, regardless of the number of graphical elements or other files referenced in the page.

SAREP Grants (FY 2001/02 – 2006/07)

Total Grants: \$2,031,266
41% competitive, 59% pass-through



Grant Project Impacts: BIFS Highlights

On-farm research, demonstration, & outreach projects

Integrated Prune Farming Practices (IPFP) (1999-2004) - \$457,546

33 prune farms in 10 counties; 12 UCCE Cooperators,
10 PCAs, CA Prune Board, DPR collaborating

- Saved 5,088 pounds of pesticide and 67,840 pounds of oil on demonstration sites (1,696 acres)
- Developed “decision guidelines” for new practices
- 2003 prune growers statewide survey showed:
 - > 90% read IPFP newsletters
 - 24% tried a new practice as a result of project



Grant Project Impacts: BIFS Highlights

Central Coast Vineyard Team: Using Positive Points System (PPS) to reduce chemical reliance in vineyards (2002-04) - \$299,907

1,000 point self-assessment tool on sustainable vineyard practices

- BIFS growers' PPS scores increased 9% with improved practices
- Average reduction of 47% (37 pounds/acre) of pesticides on demonstration sites



Grant Project Impacts: BIFS Highlights

Table Grapes (2005 – Present) - \$300,000

- Demonstration and outreach project
- Collaborated with UCCE county - based advisors, UC REC - based specialists and industry
- Reduced use of FQPA Priority I materials (e.g. organophosphates, carbamates)
- Supported adoption of reduced risk practices and materials for key pests
- Recent expansion to Imperial Valley



Grant Project Impacts: BIFS Highlights

Lettuce (2004-2006) - \$196,000

- Based on Central Coast
- Collaborated with UCCE county - based advisors, UC REC - based specialists and industry
- Supported biological control of aphids in romaine lettuce
- Three refereed publications
- Plan to expand to Gold Coast, Imperial Valley and to include environmental certification options for growers



Grant Project Impacts: Organic Highlights

The Organic Effect in Desert Vegetable Production (2001) - \$20,000

Evaluated crop rotations for desert vegetables in conventional, organic, and integrated systems

- Yields in organic systems were equal to conventional
- Nitrate leaching was reduced under organic management
- Cover cropping and reduced tillage reduced costs and improved soil structure in both conventional and organic systems



Grant Project Impacts: Organic Highlights

Marin County Organic Program (2002) - \$146,373

One of 11 county-based organic research and extension programs

- Hired full-time sustainable and organic program manager
- Direct assistance to farmers and ranchers
- Very successful *Grown in Marin* newsletter
- Helped establish a permanent CE position to meet strong continued demand for assistance



Grant Project Impacts: Community Food Systems Highlights

Farm-to-school grants (5 projects, 2001-2006) - \$60,492

- Created statewide and national program models
- Created an outreach model, emulated widely
- Initiated focus on food service education
- Analysis of alternative distribution strategies



Grant Project Impacts: Community Food Systems Highlights

West Oakland Food Policy Council (2001) - \$15,040

- Helped set the stage for W.K. Kellogg award for Oakland Food and Fitness grant (2007) one of nine nationwide.
- Oakland on track to receive more than \$1 million over next 5-7 years for enhancing food security



Grant Project Impacts: Education Grants Highlights

Vineyards in an Oak Landscape (2002-03) - \$1300

- UC-sponsored (Adina Merenlender) with Dept. of Forestry and Fetzer Vineyards
- 105 participants
- Focused on key environmental issues for growers
- Demonstrations of successful restoration programs, oak identification sessions
- Greater understanding of long-term strategies for improved land stewardship



Grant Project Impacts: Education Grants Highlights

Innovations in Dairy Production Series (2002-03) - \$1,300

- Coordinated by Ecological Farming Association
- 87 participants
- Focused on environmental stewardship and practices to decrease water pollution
- Highly rated: 50% of grower participants stated they would change their practices as a result of the program
- 87% of the ag professionals attending planned to implement what they learned



Questions regarding grant impacts

- **What can be learned from these grants?** (impacts on practice, ideas, science, institutional capacity, partners and networks)
- **What is the best mix over time?** (competitive grants, targeted/pass-through grants, other models)
- **How can grants best be used to span the continuum?** (campuses – counties – communities – farms and ranches)
- **How to maintain the right balance between “big picture” agenda setting and practical impact?**

SAREP Scope and Reach

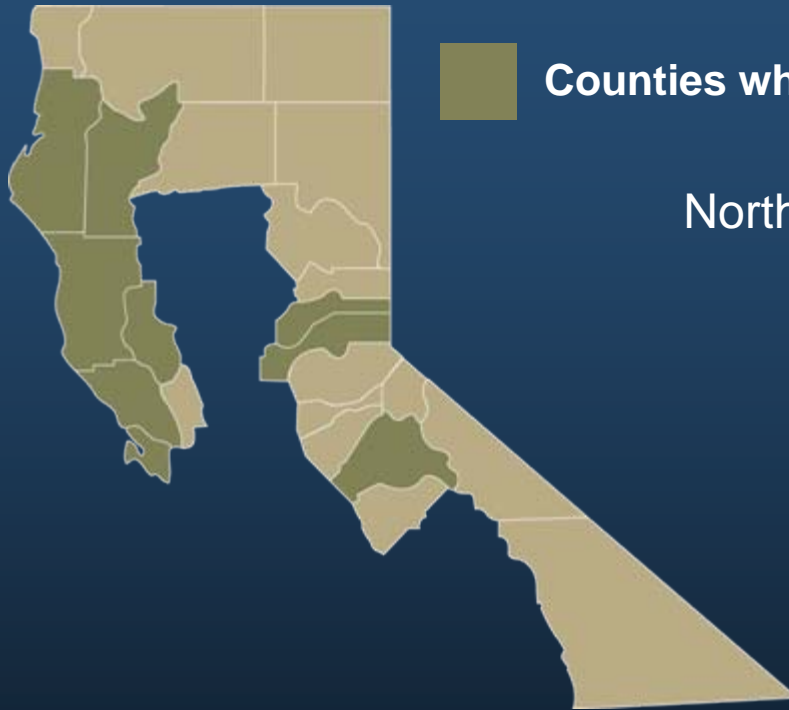
(FY 2001 / 02 – 2006 / 07)



Hypothesis: a truly statewide program is feasible.

- **North Coast and Mountain Region**
- **Central Coast and South Region**
- **Central Valley Region**

SAREP Scope and Reach (FY 2001 / 02 – 2006 / 07)



Counties where SAREP projects have taken place

North Coast and Mountain Region

SAREP Statewide Reach (FY 2001 / 02 – 2006 / 07)



■ Counties where SAREP projects have taken place

What other indicators could we use for statewide reach?

Hypotheses regarding monitoring, evaluation and impact assessment

- *(Like everybody else) SAREP needs to do more M&E and impact assessment.*
- *SAREP can provide leadership in developing effective new methods needed for impact assessment (i.e., this involves research too).*
- *It is difficult to fund these activities, but they are crucial to development of the program.*

Looking to the Future: July 2008 – June 2013



Strategy for Impact

(“How can we change the world?”)

External analysis is the starting point

- Identify impact pathways: How can SAREP support change?
- Understand the baseline: statement of problem or opportunity
- Identify factors we cannot change: key drivers, uncertainties
- **Specify desired outcomes: changes SAREP can influence directly, or more often, indirectly through partnerships**
- **Identify and strengthen relationships with these bridging partners and other users of what we produce.**

Internal analysis: conventional project planning (clarification of purposes and activities, outputs, timeframe, milestones, and resource requirements)

2007 consultations & planning activities

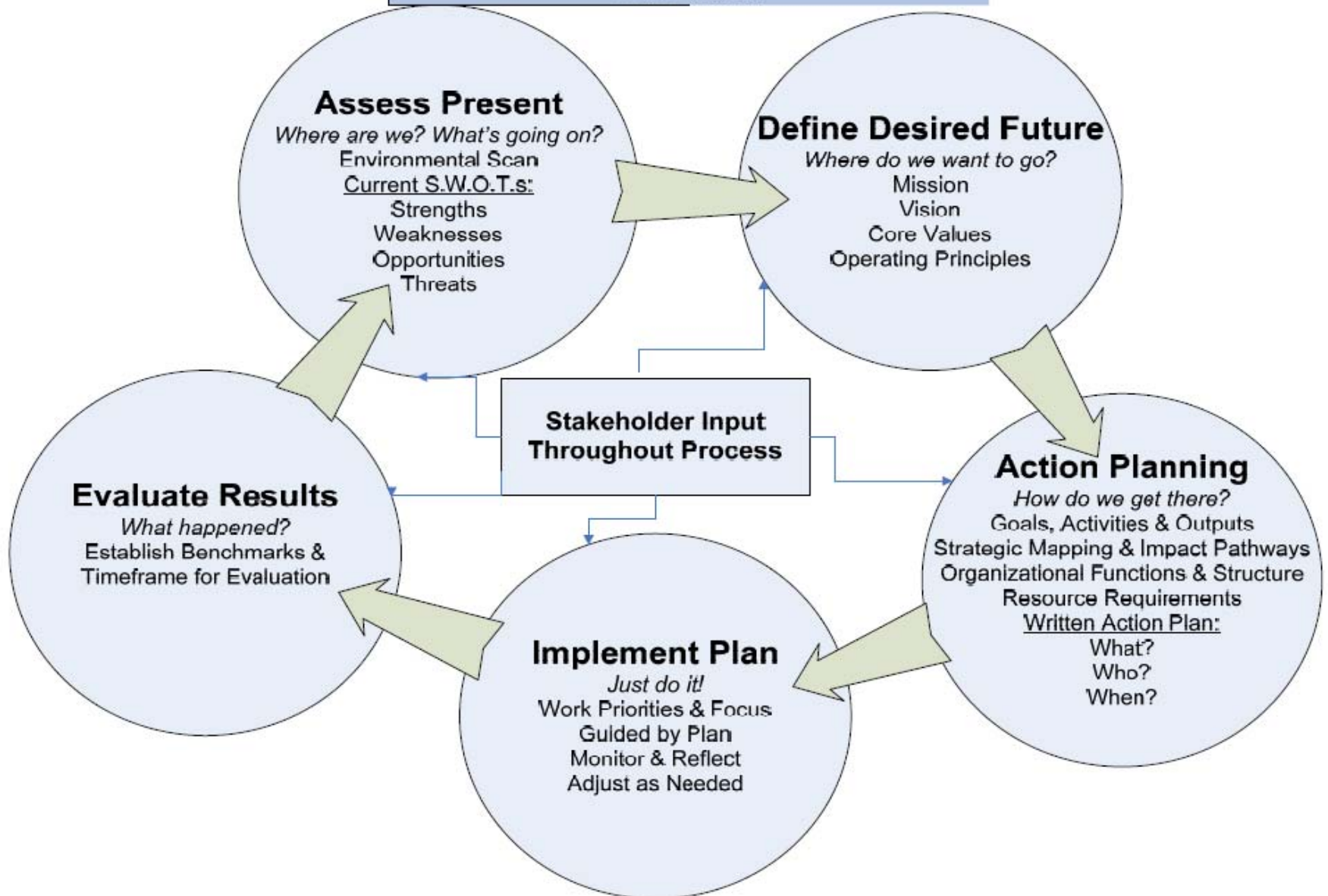
- Jan '07 – ongoing: meetings with many stakeholders
- Jan: “alliance steering committee” formed
- Jan-Feb: organizational diagnosis by consultants
- Mar: “carousel” event to share information across units
- May-June: senior consultant (Jim Brenner) recruited to advise on process; support team formed
- Aug 1-2: first staff retreat (mission, vision, values, principles)
- Sept 27-28: second retreat, including more faculty and UCCE “champions” (start process of developing “strategic maps”)
- Oct-Dec: staff and champions develop thematic areas
- Dec: external advisory committee candidates identified

2008 consultations & planning activities

- Jan '08: “alliance steering committee” becomes “internal steering committee”; external advisory board recruitment begins
- Jan-Feb: design/ testing of web-based tool for large-scale stakeholder input (on mission, vision, values, principles and issues)
- March: solicit input from stakeholders using web-based tool
- Mar-May: additional F2F consultations with stakeholders; consult with Directors, Program Leaders, Workgroups, other UC colleagues regarding overlaps, collaborative opportunities
- May (tentative): inaugural meeting of Faculty and UCCE Advisory Committee, focusing on priority issues and activities
- June (tentative): inaugural meeting of External Advisory Board to (among other things) balance priorities and resources and launch action plan for fundraising

Strategic Planning Cycle

Friday, July 06, 2007



ASI / SAREP Strategic Framework

Mission – Vision – Core Values – Operational Principles

Hypothesis: overarching vision and mission are possible, while preserving the integrity of SAREP as a program and fulfilling its legislative mandates.

Draft ASI Vision

ASI is engaged with a broad range of partners to shape a vision for a food and agricultural system that:

- is innovative, adaptive and profitable
- provides healthy food for everyone
- promotes prosperity and equity for people working in agriculture and the food system and their communities
- improves the environment and human health
- builds awareness and understanding of the food system
- engages public participation in policy decisions affecting food and agriculture

Are mission statements compatible?

Draft ASI Mission: The mission of ASI is to ensure access to good food and to promote the vitality of agriculture today and for future generations. We do this through integrative research, education, communication and early action on big, emerging issues.

Hypothesis: draft ASI mission and vision are consistent with Legislation that created SAREP (SSB 872)

SAREP Mission: SAREP provides leadership and support for scientific research and education in agricultural and food systems that are economically viable, conserve natural resources and biodiversity, and enhance the quality of life in the state's communities.

Strategic Research & Education Priorities

“Starting Points” for ASI work

Three major thematic areas have emerged for ASI:

- Agriculture, resources and the environment
- Food and society
- Education and leadership

Hypothesis: complementarities exist across work on practices, systems and “big picture” assessment. (And, based on consultations so far, stakeholders expect ASI/SAREP to have an integrated program of activities.)

Challenges: We can't do it all at once.

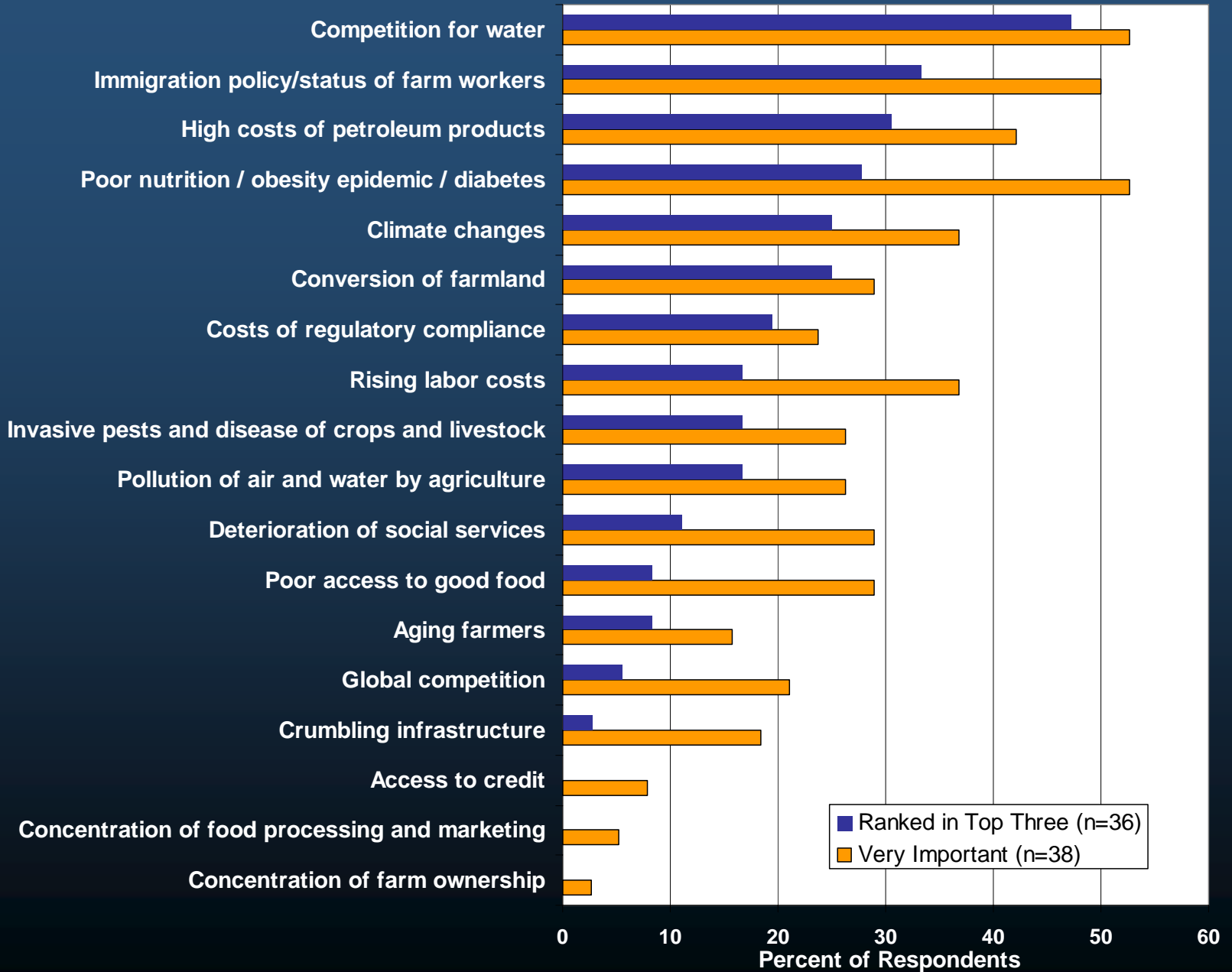
Strategies for Research, Education and Engagement

(“How” ASI will work)

- Setting priorities (including assessment of emerging issues, governance and accountability, monitoring and evaluation, and impact assessment)
- Activities and outputs (including grant making and communication strategies)
- Internal coordination, external collaboration, and broad leadership.
- Promoting strategic engagement.

Sustainability Challenges Survey

Culinary Institute of America - Sept. 10, 2007



Indicators of success: some thoughts

Clear agenda. Forward-looking program for next 5 years, reflecting stakeholders' needs, together with a compelling fundraising strategy

Key support functions. Support team in place to develop and **secure funding, to coordinate, monitor, and assure quality** of our programs, and **to assess impacts.**

Legitimacy and usefulness: engagement, governance, and accountability mechanisms up and running.

Funding. Higher leverage of state funds; from 1:1 to 2:1; implying extramural funding > \$1 M per year, primarily to support SAREP grant programs.

Grants. Regular grant programs, based on a strategic agenda for research – education – engagement -- communication, balanced across thematic areas.

Communication and adaptation. Results published, synthesized, disseminated in ways that are useful for various audiences (farmers and ranchers, policymakers, educators, etc) across California; results feed back into SAREP's agenda.

SAREP staffing

We face a choice between sustaining current staffing and relaunching SAREP grantmaking.

Hypothesis: SAREP can support greater impact indirectly through grants and other services to various partners than by attempting to accomplish its goals through projects implemented directly within the program.