ASI AGRICULTURAL SUSTAINABILITY INSTITUTE AT UCDAVIS

UC DAVIS AGRICULTURAL SUSTAINABILITY INSTITUTE (ASI)

EXTERNAL ADVISORY BOARD ANNUAL MEETING

December 9, 2010

MEETING REPORT

Prepared by: Courtney Riggle and Thomas P. Tomich

SUMMARY

The third annual meeting of the Agricultural Sustainability Institute's (ASI) External Advisory Board was held December 9, 2010. Sixteen of the 24 board members were able to participate in the meeting in addition to 11 ASI staff and three guests: Roots of Change president Michael Dimock and California Department of Food and Agriculture representative Casey Walsh Cady, who was sitting in for board member AG Kawamura, participated for the full day; Bob Gore, Special Advisor to the Chancellor, joined for the afternoon session. The meeting was co-chaired (remotely) by Board Chair Howard Yana Shapiro and (onsite) by Executive Committee member Ashley Boren. The agenda included a presentation and discussion with Michael Dimock on the holistic map of California's Food System that Roots of Change has been building. Francesca Wright facilitated many of the sessions.

The 2008 inaugural meeting focused on the big picture vision and strategies for the institute. The 2009 meeting sought board input on prioritizing and focusing the ASI's diverse activities portfolio. The 2010 meeting was designed to look at the interim—highlighting the goals and priorities the institute would need to achieve over the next two or three years to maintain and potentially increase its momentum and outlining a 10-year vision of success or failure. The first half of the day's agenda was devoted to brief overviews of the organization's progress to date, pulling key points from a more detailed collection of activities that was sent out to board members in advance of the meeting. The real meat of the day was in the second phase of the meeting, which consisted of large-group brainstorming and small-group roundtable discussions. Board members were asked to help outline 10-year visions and key near-term goals in each thematic area that they deemed important to achieve for the institute's overall success.

The board's continued commitment and enthusiasm towards building ASI's capacity and furthering its mission gives good indication that the Institute is making solid progress. One highlight of the day and indicator of positive movement for ASI came from comments made by CA&ES Dean Neal Van Alfen, when he expressed strong support and commitment from both the College of Agricultural and Environmental Sciences and from Chancellor Katehi's office for the importance of ASI's mission, its potential impact on the future, and the prospects for the Institute's success. He shared that the Chancellor sees UC Davis as a world leader in the area of agricultural sustainability, believes that no other university is in this strategic position to lead the world in this area, and would like to see UC Davis step up and assert more leadership in this area.

Vision of ASI from inaugural External Advisory Board meeting, December 2009

MEETING OBJECTIVES

1. Strengthen relationships among board members and senior staff.
2. Update our board on accomplishments, opportunities and challenges.
3. Identify fundraising opportunities and next steps to build endowments.
4. Look ahead five-10 years to envision success (dreams) and failure (nightmares) to frame ASI monitoring and evaluation.
5. Identify most important elements to be in place within the next two years to reach dreams.

The all-day board meeting and subsequent reception with board members and a broad complement of ASI staff successfully contributed to a continued building and strengthening of relationships and also allowed for the deepening of conversations begun during the meeting. The board was updated on ASI accomplishments, opportunities, and challenges; and the potential dreams and nightmares for the institute's future well-explored—fully completing 3 of the 5 goals for the day, outlined in the box above. There was very thoughtful discussion and positive reinforcement of the achievability of ASI's $50 million fundraising target, but there remains much to do in this area. Individual discussions with board members will be necessary to better identify and pursue specific fundraising opportunities. Discussions on the final goal—identifying the necessary achievements for the Institute to be successful—can be distilled into the identification of two critical elements: communication and fundraising. ASI will need to effectively communicate past and future successes to have the broad impact on the world that is part of its mission and to raise the funds to build these successes. Conversely, the Institute's ability to generate funding in the near term will be the real determinant on whether it can take advantage of the current window of opportunity and become a dominant player in the field of agricultural and food system sustainability.

PARTICIPANTS

Board: Marcus Benedetti, Ashley Boren, Cornelius Gallagher, Martha Guzman Aceves, Carl Johnson, Jonathan Kaplan, Craig McNamara, Amparo Perez-Cook, Judith Redmond, Richard Rominger, Rachel Surls, Jennifer Ryder Fox, Janaki Jagannath, Meredith Niles, Neal Van Alfen; *Remote - Howard Shapiro (chair);* **Staff:** Tom Tomich (director), Kate Scow (deputy director), Sonja Brodt, Adrian Crabtree, Gail Feenstra, Melissa Haworth, Jeri Ohmart, Joanna Normoyle, Bev Ransom, Courtney Riggle, Mark Van Horn; **Guests:** Michael Dimock, Bob Gore, Casey Walsh Cady; **Facilitator**: Francesca Wright

OPENING SESSION

Welcome by Howard Shapiro

Board Chair Howard Shapiro opened the meeting, participating via Skype from McLean, Virginia, with some thoughtful reflections and questions for consideration during the day. He noted that ASI must undertake both consideration of what is needed for the future, but also be part of the solution. He also reminded us that ASI's External Advisory Board has the chance to help frame these complex questions like no other group in the world.

Comments for consideration included:

- What is really possible? Solutions cannot be found in isolation.
- How do we understand stress and shocks to a system?
- Cannot stay "complacent"; no system is robust enough at this point to withstand all arising issues.
- It takes networks of partnerships to build sustainability and implement solutions.
- Success will require uncommon collaboration.
- ASI's legacy: open dialogue between various components of the agricultural system (eg: agricultural groups, environmental groups, etc.).

Final advice –"Celebrate accomplishments today, but recognize that there is a lot more to do"—was coupled with an annoucement that Mars, Inc had just given a $300,000 gift to ASI and plans to provide support in the future.

Director's Update (Thomas Tomich)

This session began with a quick overview of the agenda, describing the purpose of the morning: to remember, inform, stimulate; the purpose of the afternoon: to imagine, describe, focus, connect.

The board's task would be to collectively dream about success and imagine failures, and then delineate key outcomes for the Institute and identify leverage points, things ASI can influence, links on pathways to impact, and headlines the Institute would be hoping to make.

Outcomes should focus on results—with institutional advances in its ability to meet partners' needs, learn from its own experiences, accelerate monitoring and evaluation, expand resources to step up to aspirations, and increase its ability to articulate outcomes.

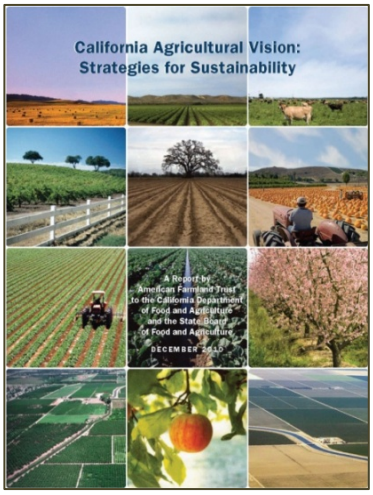
Why again? Why now? The board has worked to help frame the bigger structure of the Institute and to help determine programmatic foci. Now, it has convened to work on the middle area (i.e. how to get where we want to go).

Agriculture sustainability is everybody's issue. To be the Ag "Solutions" Institute, we must:

- Become more focused
- Accelerate endowment campaign
    - Need help identifying additional $1-2 million endowment opportunities
- Want to establish ASI as the place that trains a generation producing solutions

Neal Van Alfen noted:

- That ASI was launched not long ago. Success builds on success. *Example: Robert Mondavi Institute grew over about 10 years.* He considers ASI's [fundraising] goals as very doable. We need to show successes and the key role that ASI plays for the future, and then ASI will be a place people will want to advance.
- On the UC level – Chancellor Katehi sees UC Davis as a potential world leader in the area of sustainability. She wants UC Davis to step up and assert more leadership in this arena.



An additional note that ASI is on the right track: A week following the board meeting (on December 16th), the California Department of Food and Agriculture presented: Ag Vision 2030. This new vision includes "sustainability" in its title: "California Agricultural Vision: Strategies for Sustainability".

***Action item*: Distribute AG Vision document to board**
***Follow up*: See http://www.cdfa.ca.gov/agvision**

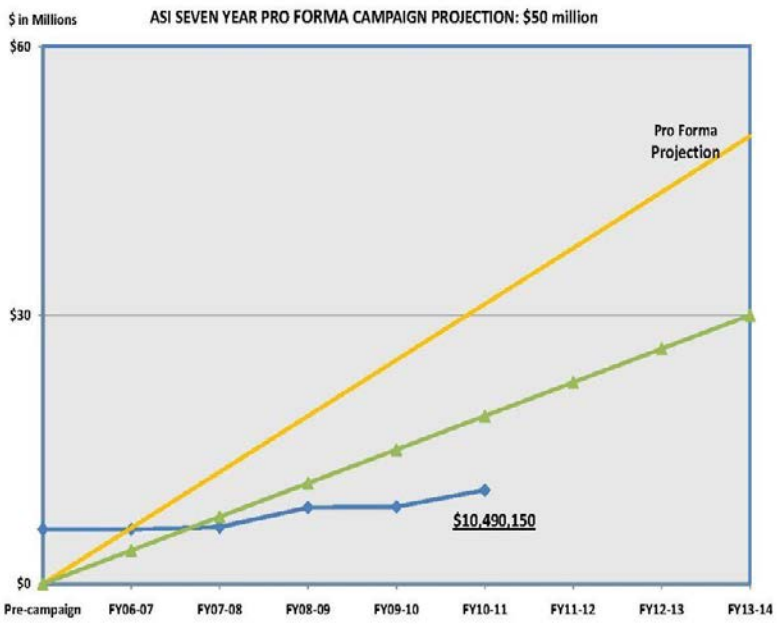
***Action item*: Distribute Ag Vision 2030 document to board**
**Final report was released 12/22/2010 and is available at: http://www.cdfa.ca.gov/agvision*

Fundraising: Identifying, developing and seizing opportunities (Melissa Haworth)

Background

ASI has an ambitious goal of raising $50 million for ASI during the present fundraising campaign. This goal is a component of the college's (CA&ES) $212 million goal, and also the UC Davis's $1 billion comprehensive campaign goal.

All levels of support are, of course, important, but ASI needs to focus on $1 million-plus gifts to meet its target. The Institute has so far averaged one gift/philanthropic grant per year in this $1 million range, and will need two or three per year to meet goals, (represented by the middle (green) line in chart at right), in combination with a "megagift" in the $10 to 20 Million range (represented by the top line (yellow) in the chart). The bottom line (blue) is our current funding level.



Currently, UC Davis is approaching 60 percent of its fundraising goal, and CA&ES is in track with the campus.

Discussion

- ASI is new – it takes time to build credibility, so don't be intimidated by being below goal line at this point.
- List of who has been supporting ASI is compelling–key agricultural supporters build credibility, lead to larger gifts from philanthropic/foundations. Our list of agricultural supporters is an excellent cross-section of CA agriculture.
- The fundraising strategy should focus on:
    - ASI's message and getting the message out, fundraising will follow. (Show what we can do and have done.)
    - ASI's product and connection to stakeholders, delivery to end users.
- It can be a challenge putting together sales concepts with donors.
- The easiest thing to do is fund students.
- Need to ramp up focus on underserved populations, show successes.
- Must make effort to showcase products/solutions from past donations.

Action Item: Share ASI accomplishments with funding networks.

INSTITUTIONAL ASSETS

Session Objectives

Highlight recent activities for each ASI initiative and lay the groundwork for roundtable discussions to take place later in the day.

Education and Leadership Highlights: Student Farm (Mark Van Horn and Joanna Normoyle)

Education and leadership update of exciting things:

1. Undergraduate major has been approved at the college level, and is now at the campus level. Joanna is playing a critical role in ramping up experiential learning and internships.
2. USDA Higher Ed grant project works explicitly with underrepresented groups, helping young people move towards college, in general, and agriculture specifically.
    a. Will bring a lot more high school students to UC Davis and the Student Farm.
3. The campus is now beginning to explore the development of a formal on-campus sustainable living & learning community, which would include Student Farm, the Domes (student housing community), and adjacent areas of campus that focus on student-run learning and experimentation about living, farming, and related topics.
    a. This builds on the long-standing student designation of this part of a campus as the sustainable research area and the activities that have occurred there for more than 35 years.
4. Student Farm activities are changing rapidly. To make the best use of these changes, the Student Farm will launch a program development process in early 2011.

The university is currently undergoing an institutionalization of things students have been doing for a long time regarding sustainable agriculture. *How is the system going to absorb this change and vision?*

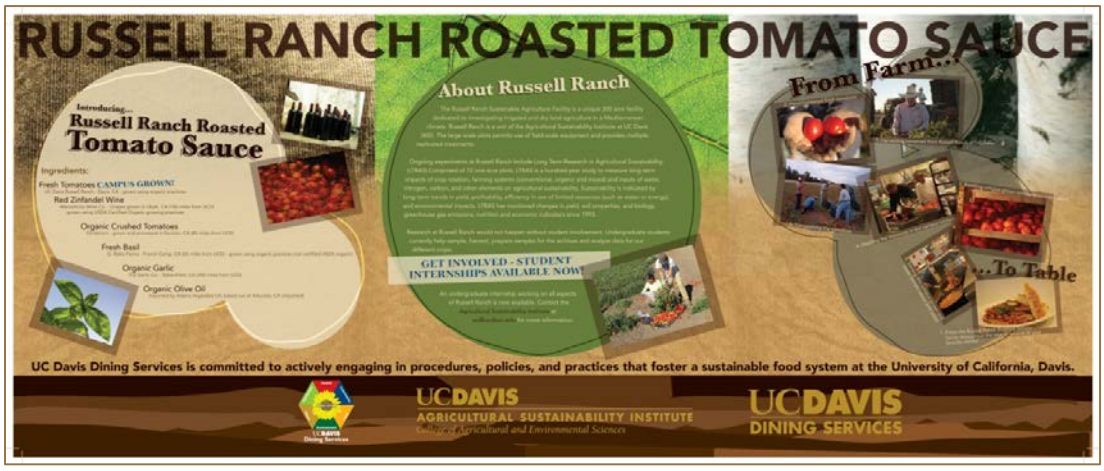
What's new and different about ASI's approach to learning? The institutional changes provide additional opportunity to organize curriculum around issues: use project-based, experiential, and other integrated approaches to learning. ASI's current goals are to:

1. Develop goals to frame experiential learning opportunities.
2. Learn how we can use technology to connect students to resources.
3. Teach students to think in systematic ways and to develop multi-function partnerships.
4. Understand needs of both partners and students; develop useful tools.
5. Develop ways to build networks, go beyond partnerships.
6. Create tools for students to invest in their own education and build their own projects.
7. Help students understand values – NOT prescribe values, but help them think critically; adapt ASI dialogue to student level, incorporate learning & listening.
8. Expand ability to build, nurture, and sustain internship programs.

Agriculture, Resources & the Environment Highlights: Russell Ranch Sustainable Agriculture Facility (Kate Scow)

Research and education update:

- Russell Ranch Executive Committee is alive and kicking. It is comprised of extension specialists, farm advisors, faculty, and students representing a variety of disciplines and has seven sub-committees.
- We are creating a 'sense of place': A landscaped pergola and seating area was designed and installed by a Russell Ranch undergraduate intern in Landscape Architecture, surrounded by wildflower strips established as part of a research project.
- Infrastructure and equipment is being modernized. New staff is onboard.
- Products are being connected directly to food on campus, and outreach materials developed about this connection.



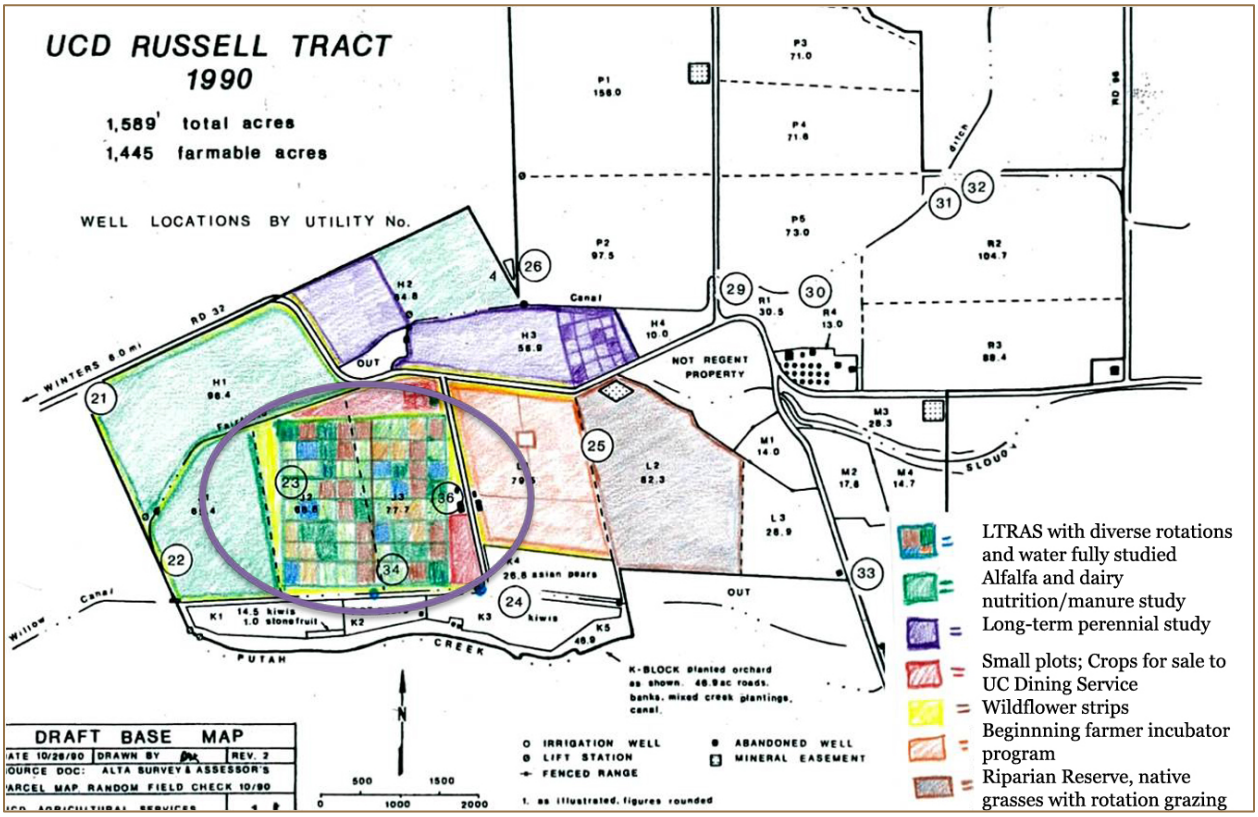
- The "**Russell Ranch Road Map**" has been drafted, outlining a new strategy for the facility.
  - Overall Ranch Goals
    - Research goals:
      - Diversify farming systems at Russell Ranch (i.e. perennials, market vegetables, mixed crop-animal systems, biofuels) and introduce more flexibility into the design of the systems to stay relevant and realistic (*Resilience Ranch*).
      - Enhance capacity and promote/support research projects to address California's pressing concerns: competition for water, water use efficiency, climate change, habitat preservation, energy efficiency, air and water pollution (see research clusters).
      - Create a network connecting university research to on-farm research at the landscape level.
      - Increase data collection from research projects at Russell Ranch; increase wireless data collection and management of operations; make all data publically available and interactive.
      - Promote innovation in development of new technologies for sustainable agriculture.
      - Facilitate and increase linkages with international interests in Mediterranean agriculture and sustainable development in general (Russell International).
    - Education goals:
      - Create a "living laboratory" around Russell Ranch with facilities to support in-field teaching and student research.
      - Strengthen connections to other ASI programs (Student Farm, SAREP) and local community (UC Campus, surrounding farms).
      - Strengthen internship program (within ASI framework); provide experiential education through class field trips, grants for graduate student research.
    - Communication goals:
      - Create a two-way street to both deliver and listen to science from users and practitioners, policy makers, extension specialists, NGOs.
      - Engage public on climate change and role of agriculture, reduction of resources, food safety and security, soil biodiversity.
  - Five new scientific research clusters have been developed as part of road map: *Biodiversity in managed ecosystems, Climate Change, Water Use Efficiency, Sustainable crops and crop products,* and *Closing the loop.*
  - New projects are hatching in the following six areas
    - Hedgerows and wildflower strips
    - Water
    - Soil microbial diversity
    - Close the loop
    - Beginning farmer program collaboration with Center for Land Based Learning, Student Farm and Soil Born Farms
    - Potential collaborations with researchers who work with perennial systems (walnuts, grapes, olives) to bring those crops and long term questions to RR

There remain a few important questions that we are grappling with:

- *What does it mean to be long-term and adaptive at the same time?*
- *How do we prioritize mission-meeting research projects on limited land; how do we ensure sufficient income (including farming) to stay solvent?*
- *How do we interact with entrepreneurs and businesses who want to develop or demonstrate new products?*
- *What are new models for bringing farmers into our research/teaching/outreach program, including possibility of designing farmer driven research projects?*
- *How does RR fit along a continuum from university station-based research to farms to landscapes?*
- *How to best interact with EAB designated members?*

Additionally, the research facility is currently only using a portion of the Russell Ranch land, and is expoloring options for expanding the research program onto more of the property. The small plots located in the purple oval, below, are the current research plots. The larger colored sectors are potential expansion areas.

Envisioning a more diversified Russell Ranch (one hypothetical scenario):



Discussion:

- What is land/resource required to really do necessary research? What kind of partnerships (functional farms?) are needed to carry out this research?
- Where is the social component to RR?
- Need to think about regulatory components/other challenges to commercial farming in conjunction with research.

Agriculture, Resources & the Environment Highlights: Biologically Integrated Farming Systems (Bev Ransom and Tom Tomich)

The Biologically Integrated Farming Systems (BIFS) legacy goes back to beginnings of SAREP. The program began with a comparison project between organic & conventional almonds, which led to the BIOS (Biologically Integrated Orchards System) project, providing a model for demonstration projects and collaborative outreach by successfully integrating researchers, growers, managers, and farm and pest control advisors into a collaborative research team.

Building upon this model, state legislation in the early 1990's provided funding which enabled the development of the BIFS grant funding program, administered by SAREP. Between 1995 and 2004, 10 BIFS projects were funded, focused on: Apple, Citrus, Dairy, Prune (Dried Plum), Rice, Strawberry, Tomato, Cotton, Walnut, and Winegrape. After 2004, additional BIFS projects were developed in collaboration with UC farm advisors and specialists, with funding provided by the US Environmental Protection Agency.

The BIFS legacy is an important programmatic pillar for ASI, forming one of the three technical research approaches of the Institute:

- BIFS – innovative clusters, farm-based, participatory research
- Russell Ranch – researcher designed, led, implemented
- Student Farm – student designed, led, implemented

We need all three to answer different questions. Now the challenge is to compare and contrast the findings. How do we connect these tools/findings? Is there a need to add another element: "BIPS" (policy)?

Discussion:

What are opportunities for carrying this BIFS legacy forward? "Statewide laboratory"?
ASI needs to wake up these successes, refresh and make them visible

***Action Item:* Explore opportunities to highlight and share BIFS program successes**

Agriculture, Resources & the Environment Highlights (Sonja Brodt)

ASI has always known that our Agriculture, Resources, and the Environment agenda cannot be accomplished without the active involvement of UC Cooperative Extension (UCCE). That said, we've been making special effort over this past year to reach out to the extension community, such as through our joint ASI/UCCE symposium and the Nitrogen symposium in October 2010, and through involvement of different UCCE researchers and advisors on project proposals.

- *The joint symposium had about 40 participants, comprised mostly of UCCE farm advisors, and featured frank discussions about what each side needs to work together more effectively around sustainable food systems/agricultural issues. The key action items coming out of this meeting were to (a) work on improving communications between ASI and UCCE members; and (b) concentrate efforts on team building.*

- *The nitrogen science symposium had about 50 participants, of which 15 were UCCE farm advisors (not necessarily the same advisors as for the joint symposium). The discussion at this event largely explored how to connect research to practical application.*

Climate footprinting /Life Cycle Assessment (LCA): ASI has made steady progress with its LCA research, gaining financial support from several agricultural commodity boards including the honey and almond boards, and we are being approached by other groups. This is a strong beginning to the LCA work and the industry support is important for ASI overall, but a challenge with this model is that commodity groups are interested in supporting research only to the farm gate, and we will need to broaden our LCA work to include the rest of the supply chain for more complete assessments.

Social Sciences: We are also considering how to include more social science in ARE research.

Discussion:

- Is food waste included in the LCA work?
  - Cal/Recycle may be a potential funder for LCA work
- Are there ways to understand farmer behavior choices/thoughts, especially re: climate change, as part of ARE research?
  - Environmental Science and Policy professor Mark Lubell looks at the implications of trust and social collaboration as important components of change and innovation in agriculture.
- What environmental impact components are in the Nitrogen Assessment Project? (i.e. drinking water contamination)? We must understand social aspects to accompany hard science.
  - The nitrogen project includes postdoctoral researcher Antoine Champetier, who is taking a behavioral economics perspective on what drives nitrogen use.
  - The nitrogen project has contracted with Jim Vanderslice of the University of Utah to assess exposure risks to nitrogen in drinking water and air. His contributions will be incorporated into the project report and outreach materials.
  - There are strong potential policy implications from this research area.
- Side note: ASI is confronting difficulties connecting with the public health research partners (e.g. have to contract with someone from Utah for a California project)

Food and Society Highlights *(Gail Feenstra)*

In 2009, ASI established four research areas under this theme: 1) Building Regional Markets & Communities, 2) Community Food Security for Low-Income Residents, 3) Food System Assessment/Food Policy, and 4) Farmworker Wellbeing. In accordance with this research focus, the following are highlights from the past year:

Building regional markets/communities

- 4 new grant projects funded:
  - $500K CDFA grant to strengthen and evaluate three farm to school programs in California
  - $60K USDA FMPP grant to start a farmers market at a hospital campus
  - $100K USDA RD grant to evaluate value chains / distribution networks including “food hubs”
  - $25K WSARE grant to conduct a values-based supply chain case study with retail buyers

Food System Assessment/Food Policy

- San Diego Food shed assessment results
  - Policy relevant outcomes
    - A new Food Policy Council in San Diego
    - Water Authority wants to spread the word
    - Paves the way for future participatory foodshed assessments
    - Ag Futures Alliances interested in partnering
    - Opportunities to blend student field work, and community needs
  - Project successfully built partnerships, has grown student abilities, generated broad interest in expanding research to other areas by partners.
- Davis farm-to-school evaluation
  - "Davis data" used for national policy decisions
  - Opportunities: increase market opportunities for farmers, improve diets/consumption of children

Discussion:

- California State University (CSU) is working on similar policy councils to those coming from the foodshed project; ASI should try to "cross-pollinate".
- What are opportunities for farm-to-school? Scaling up? What opportunities are available for distribution/manufacturing and/or system-changing effects?
- Main objective for sustainable food and agriculture (north state) is to keep farmers farming, make farming economically viable

Action Items:

a. Share San Diego research with board as soon as available

b. Investigate opportunities for ASI to put out visionary blueprints for farm-to-school programming

SAREP Grants (Gail Feenstra and Sonja Brodt)

The request for proposals for SAREP grants went out in fall 2010, and the due date for proposals was set as December 13, 2010 (the week following the board meeting), with plans to fund chosen projects beginning April 1, 2011. The four topic grant categories that will be funded using the $200,000 grant budget will include:

1. Three planning grants for $10,000 each; All topics
2. Five education/outreach grants for $10,000 each; Potential topics include: climate change, nutrients and water management, building regional markets, food security, farmworker and rural community wellbeing, and social learning in agriculture and food systems
3. Three Research grants for $35,000 each; Special emphasis on Farmworker Wellbeing projects
4. Four Grad student research grants for $5,000 each; Any Food and Society topics

At the time of the board meeting, ASI/SAREP staff had already received seven proposals.

***Action Item*: Share grant program results with board**

***Follow up*:**

- ***Thirty-five grant proposals were received; including 11 planning, 17 education and outreach, four research, and three grad student grant proposals.***
- ***ASI/SAREP will share news on the projects chosen for funding as soon as the review process is complete.***
- ***OUR THANKS TO BOARD MEMBERS WHO ARE PARTICIPATING ON THE REVIEW COMMITTEE!***

Education & Leadership Highlights: National Symposium on Food Systems & Sustainability – "Making the Invisible Visible" (Meredith Niles)

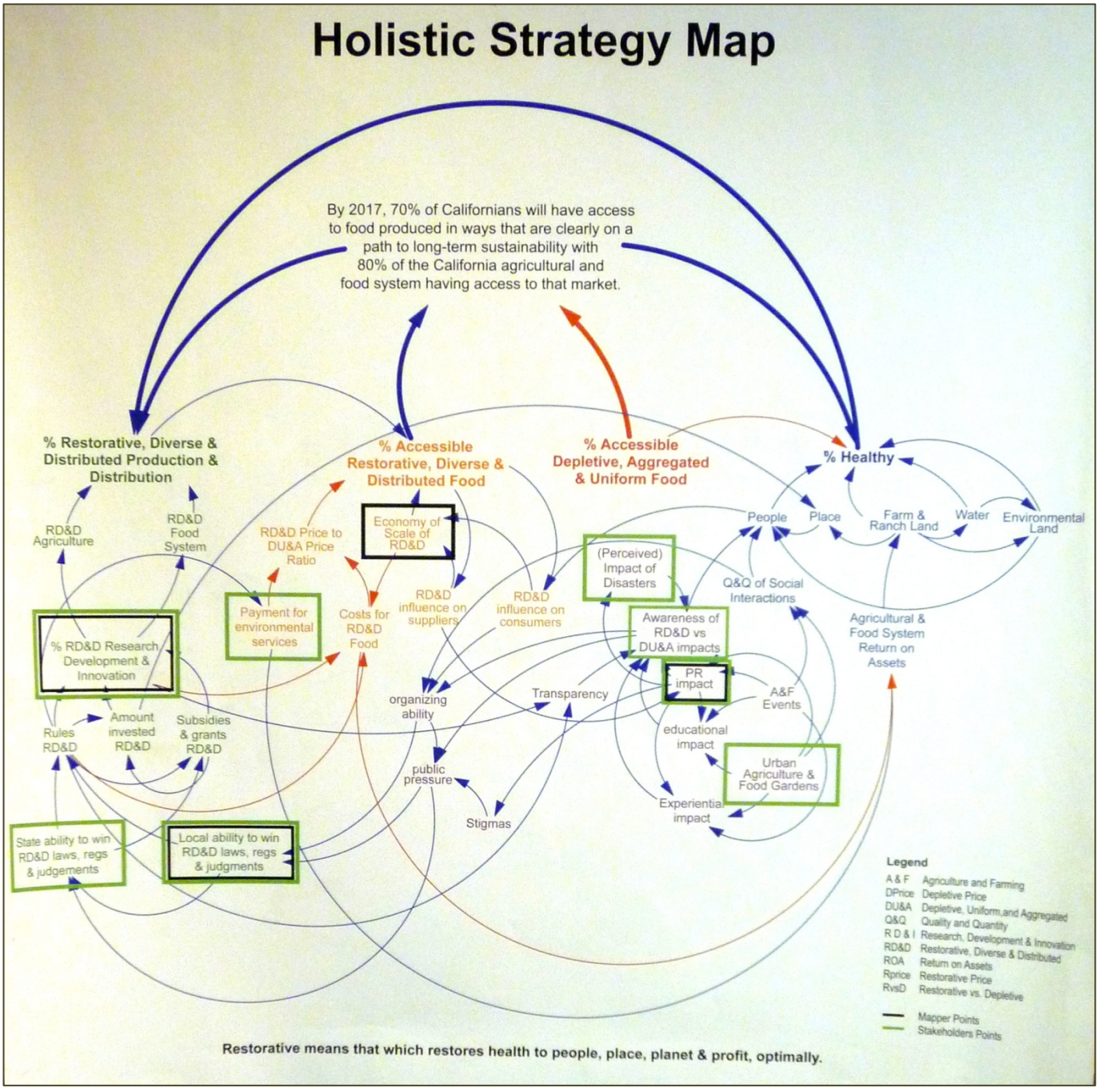
ASI's second National Symposium on Food Systems and Sustainability took place November 9 and 10, 2010, followed by a meeting of the Inter-institutional Network for Food and Agricultural Sustainability (INFAS) on November 11. The theme for the symposium was "Making the Invisible Visible." The event was organized around four themes: Youth, Power, Justice, and Resilience. On the first day of the symposium, attendees broke into theme groups and participated in a variety of thematically-oriented site visits and hands-on activities. On the second day, the groups convened to look for key patterns, connections, and opportunities that came out of each theme, and then presented their reflections to the larger group for discussion.

Posters for each theme were created by graphic recorders Hai Vo and Nancy White to express the impressions from each group. These posters were presented to the board by grad-student board member Meredith Niles, who also participated in planning the symposium. One of the resulting posters is displayed below.

YOUTH:

Roots of Change – Leverage Points *(Michael Dimock)*

Michael Dimock presented the results of the organization's goal to create holistic map of California Food System, below, to the ASI board, as well as participating in discussions throughout the day.



Several points came up during the ensuing discussion:

- Missing link in this map: analysis of current funding/resources devoted to aspects of system
    - *National dialogue is being started on this issue by "Farm Foundation" (Chicago)*
- Existing infrastructure can be an impediment to change. How do you move an entire system?

VISIONING SUCCESS AND FAILURE

Session Objectives

Engage board members in a brief brainstorming session on the extreme portents of ASI's success and failure over the next 10 years, and then in pragmatic roundtable discussions on steps and goals that each thematic area should pursue over the next two years to promote near-term success.

Dreams and Nightmares *(Francesca Wright)*

Nightmares:

- UC Davis as leader in Sustainable Agriculture fails – no influence
- If ASI fails, 2 of ANR initiatives fail
- CA farmers don't know what ASI is
- Preaching to the choir: adoption & diffusion hasn't occurred
- Natural resource trends continue in negative direction / depleted
- Sustainable Agriculture remains marginal, not part of academia
- Failure to raise enough $$ kills Institute's momentum
- Fail to create next generation of Sustainable Agriculture farmers
- Status quo policies
- "Sustainable agriculture" term is still divisive
- No connection between food and Sustainable Ag
- Sustainable Ag is elitist
- No model of possibility / achievability
- General public sees agriculture as a problem, not part of the solution
- Public still not aware/connected to agriculture
- Environmental depletion leads to economic downturn
- Sustainable Agriculture not scalable
- Entropy continues/accelerates
- Continued loss of agricultural land to sprawl
- Cascade to chaos

Dreams:

- Widespread ownership/awareness of food system
- ASI turns Russell Ranch into 1500 acres prototype, supplies all UC Davis food
- Policy makers turn to ASI for answers first
- ASI welcome presenter to CA Farm Bureau convention
- Reinvigorated engagement between UCCE and ASI
- ASI recognized as world's premier sustainability organization
- UC Davis is destination of best [sustainability] faculty and students
- CA farmers aware and engaged w/ ASI, practice sustainable agriculture
- Farmer ambassadors disseminate sustainable agriculture solutions among their peers
- There is a known venue for discussing difficult social issues / ASI is a convenor
- Former students of ASI major become agricultural leaders
- SAREP grant program is grown and sustained; $10M/yr endowment?
- Natural resource conditions improving
- How research is done & communicated continues to change in the positive / integrative
- Sustainable agriculture is scalable, replicable, and culturally appropriate

Nightmares (cont.)

- Loss hope of youth/estrangement
- Everyone is obese and/or underfed
- Lost opportunity, no tools, no solutions
- Lost global opportunity
- Agricultural workers remain in the shadows
- Land grant universities lose interest in sustainability
- "Sustainable Agriculture" term becomes "green-washed"/loses meaning
- Communication failures
- ASI as an organization loses its ability to adapt and change to changing world

Dreams (cont.)

- Healthier population
- Win giant NIH grant – food/health/environment (ASI/School of Public Health)
- Linear relation between production and human well-being
- Agricultural production increases simultaneous w/ environmental health
- Urban rural connection and access to healthy foods
- Popular embracement of agriculture
- Central role of science
- Solutions are system-wide
- ASI staff doubles, 20 new faculty on Food & Ag Sustainable science, + another 150 affiliated faculty
- Common definition for sustainable food / agreed goals
- Closing the loop on food waste
- "unprecedented partnerships"
- "uncommon collaborations"

THEMATIC ROUNDTABLES: GET REAL – IDENTIFY WHAT MUST BE DONE IN THE NEXT TWO YEARS TO REACH OUR DREAMS

The bulk of the afternoon was spent with board members participating in roundtable discussion with the leaders for each of ASI's thematic areas, with the purpose of highlighting the most important elements to have in place within the next two years to enable the success of both the particular area and the Institute, as a whole. Below are the elements deemed most important for the broader Institute as well as each thematic area to have in place in the near future, and also some potential partners for each area.

ASI (as a whole)

Key elements

- ASI to grow and increase visibility in its role as hub and disseminator of information.
  - Outreach to dissemination partners / potential users of information.
  - Become navigable centralized repository for information.
- Take stock of what we have, know, and communicate it.
  - Do analysis of existing research and capabilities—including UC, CSU, NGO's, others.
  - Start with nitrogen project as a case study.

  - Focus on a few key stakeholders, and then use as a model for broader outreach.
  - Identify new users / underserved.
- Function as a funding opportunity generator network – facilitate partnerships on cross-cutting issues.
- Find stable funding source and maintain/grow/expand SAREP grantmaking.

Potential partners
- ATTRA (centralized repository for information on sustainable agriculture)
- NGO's, foundations, corporations as funding opportunity generators / partners.

Agriculture, Resources & the Environment

Key elements
- Work with UCCE to help agricultural extension evolve to meet current system needs/demands.
- Nitrogen research – build on current research, disseminate findings.
- Take stock of current info/research (ie: BIFS), and make visible.
- Define ASI role for ecosystems services.

Potential partners
- Sustainability projects (ie: Stewardship Index)
- Climate Action Reserve, Environmental Working Group, Natural Resource Defense Council (other Packard grantees)
- Farmers, ANR, Counties, City institutions (health dept, school districts), USDA E-extension, Google/social media outlets, master gardeners, urban farms, food banks, NGO's (NRDC, CGOG, Ag Future Alliance)

Education and Leadership

Key elements
- Promote the idea that addressing ethics and values is an important part of understanding sustainability and include transparent discussions on these facets in sustainability education/learning activities, including formal curricula.
- New collaborative models of leadership are in place.
- Grow a steady and diverse supply of new agricultural leaders.
  - Recruit and retain underrepresented students.
- Create a thriving farm/living community at UCD.
  - Focus on outreach and recruitment.
  - Be inclusive and broad.
- ASI acknowledged as premier university for sustainable agriculture and food system studies at both graduate and undergraduate levels.

Potential partners
- Students
- Farmers
- UCD Faculty, secondary schools, 4-H, FFA, CAMP (look to CSU Sacramento for model)
- CSU's, CCC's, other local colleges (CRC, DQU)

- CDFA
- NGO's: Ag Innovations, Roots of Change, NRCS, Food System Alliance (California Roundtable on Agriculture and the Environment (CRAE) case study)

Food and Society

Key elements

- Actively incorporate labor component of food system into research and models.
  - Consider holding a symposium on the farmworker issue?
  - Partner with ROC in labor "CRAE"?
- Use farm-to-school research /model to **scale up** / become a signature piece for this part of ASI, promote as policy model.
- Expand research on food safety issues.
- Expand research on food security/access issues.

Potential partners

- Ag Issues Center: for economic analysis of impact
- California Institute for Rural Studies
- Agriculture in the Classroom (AITC)
- Roots of Change
- Others (broadly): consumers (need education about the real value of food), Corporations (ie: Campbells), Farmworkers, UC Partners, Other ASI Groups (integrate outcomes with other research areas), Student activists, CA Producers, Nutrition Services, Policy Makers

BRINGING IT ALL TOGETHER: ACTION ITEMS, MEETING EVALUATION, AND CLOSING *(Ashley Boren, Michael Dimock, and Tom Tomich)*

Overarching organizational priorities coming from the meeting:

1. Communication: ASI needs to effectively communicate its successes.
2. Fundraising: ASI needs to focus on past successes to advance fundraising efforts.

Other insights:

- ASI has the opportunity to share accomplishments and bring more people into the ASI family, especially re: nitrogen issues.
- The rate of ASI's expansion and growth in fundraising is impressive. It indicates that ASI is aligned with where the future is going.
- There is a strong alignment of goals and activities between Roots of Change and ASI, we need more institutional coordination to leverage activities.
  - Suggestion: co-convene event on labor issue this year?
- We need to connect more with other state schools, other parts of the state.

- We need to be bold. Stakes are high. Our success really does matter. We also need to be thinking big enough to have the hope of catalyzing the transformation that is needed.
- We need to identify key partners and key nodes.
- Communication has been ASI's Achilles heel, which we need to address. Balance needs to be made between production of knowledge with translation, communication, and engagement. We need someone who can hold the strategic communication role.

  FOLLOW UP: Eve Hightower has now been hired as ASI's Communications Coordinator, starting late January 2011.
- Ag community has been included, so they, and the university, have begun to build trust on this issue.
- Communication needs to be expanded and personal – not only organizational.
  - Personal is important, and complementary to communicating to a broader audience.
- Endowment campaign is urgent: need to convene working group and expand activities.
- Utilize resources, especially existing resources and knowledge (i.e. past research).
  - Serves dual purpose of making information useful, and also preparing for review.
- ASI needs to think boldly; scale up applicability and dissemination of solutions. This will greatly amplify work and stature.
- Dean Neal Val Alfen's call for UCD to embrace sustainability values was powerful.

Action Item: Convene endowment campaign working group.

Thoughts on the meeting, itself:

- EAB meeting was directly responsive to needs of staff & board; the Institute's ability to read the winds and respond is encouraging.
- Discussion on concrete strategies is preferred to review of general goals.
- Energy and functionality went up when specific advice and collaborations were discussed.
- Board meetings are a great way to build and sustain important relationships. The role of the board is to help keep ASI on track. *Is there a better way to do this?*
- It may be more functional to build off of accomplishments, rather than brainstorming, and help direct towards areas we aren't addressing that we should be addressed.
- Board's purpose is to help keep agenda fresh, not get stuck doing the same old things.
- Should the board meet once or twice per year?
  - Preference is to engage more than once per year, although not necessarily through formal board meetings.

Agreed action items for follow up:

- Distribute AG Vision document to board (p.4) ***See http://www.cdfa.ca.gov/agvision***
- Share ASI accomplishments with funding networks (p. 5) ***Melissa + Tom to follow up***
- Explore opportunities to highlight and share BIFS program successes (p. 9) ***Bev to follow up***
- Share San Diego research with board as soon as available (p. 11) ***Gail to follow up***
- Investigate opportunities for ASI to put out visionary blueprints for farm-to-school (p. 11) ***Gail to follow up***
- Share grant program results with board (p. 12) ***Sonja + Gail to follow up***
- Convene working group to work on endowment campaign (p. 18) ***Melissa + Tom to follow up***

OUR GRATITUDE TO EACH OF OUR ADVISORY BOARD MEMBERS WHO WERE ABLE TO PARTICIPATE AND SHARE THEIR WISDOM, TO OUR GUESTS MICHAEL DIMOCK, BOB GORE, AND CASEY WALSH CADY FOR JOINING OUR FAMILY ON THIS DAY, AND TO THE ASI STAFF AND OUR FACILIATOR FOR THEIR CONTINUED COMMITMENT.

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2010 EXTERNAL ADVISORY BOARD

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