

# UC DAVIS

## AGRICULTURAL SUSTAINABILITY INSTITUTE



## MEETING REPORT

Agricultural Sustainability Institute at UC Davis (ASI)

External Advisory Board Annual Meeting | Russell Ranch Sustainable Agriculture Facility  
November 15, 2016

*Prepared by Laura Crothers & Tom Tomich*

## Summary

“Panarchy” was the theme running through the ninth annual meeting of the Agricultural Sustainability Institute’s (ASI) External Advisory Board (EAB), held November 15, 2016 at the Russell Ranch Sustainable Agriculture Facility. The meeting was attended by 14 external advisory board members, 20 ASI staff and faculty members, and three guests. It was co-chaired by Kat Taylor and Howard-Yana Shapiro.

### Our invitation

Be creative, candid, challenging

“Creative abrasion”: we don’t have to agree on everything!

Always: respect everyone and all ideas

The overall meeting objectives were to:

- Introduce board members, ASI staff, and observers and strengthen relationships among all participants.
- Engage board members and observers to share their advice and perspectives as we continue to develop ASI’s programs.
- Update board members on accomplishments, opportunities and challenges so that board members are able to be advocates for ASI.
- Seek board members’ advice on how to strengthen relationships between the board and ASI and consider new ways for ASI to communicate to board members, stakeholders, and potential funders.
- Reflect on the past 10 years and begin a new strategic planning process for ASI.

The convening was held at the Russell Ranch Sustainable Agriculture Facility this year. After ten years as ASI’s external advisory board chair, Howard-Yana Shapiro transferred his chair duties to our new board member and chair, Kat Taylor. The handover provided an opportunity to express deep appreciation for Shapiro’s work in nurturing ASI and for reflection on ASI’s future.

The meeting opened with introductions and reflections on the year, followed by a session focusing on advisory board “best practices”, including ways to strengthen relationships between board members and ASI staff. The remainder of the day was devoted to lively and in-depth discussions on how to strengthen ASI’s fundraising and communications efforts.

In her closing thoughts, Kat Taylor characterized this time for ASI as one of “panarchy,” with the organization facing the seemingly contradictory needs for both *stability* and *change* as it works to strengthen statewide, national, and global agricultural and food systems.

In the end-of-day evaluation, ASI staff and board members praised Kat Taylor for her frank commentary and humble presence. Board members expressed appreciation for concrete opportunities to contribute as advisors to ASI.

The remainder of this report will review meeting highlights and discussions.



## Participants



**External Advisory Board:** Ashley Boren, Matthew Bridges, Renata Brillinger, Mary Delany (for Dean Dillard), Michael Dimock, Amrith Gunasekara (for Karen Ross), David Meddaugh, Gabriel Patterson, D'Artagnan Scorza, Howard-Yana Shapiro, Rachel Surls, Kat Taylor, Tom Turini

**Guests:** Andrew Baskin, Bilkis Bharucha, Chanowk Yisrael

**ASI Faculty/Staff/Affiliates:** Sonja Brodt, Shosha Capps, Mariah Coley, Laura Crothers, Gwenaël Engelskirchen, Gail Feenstra, Joanna Friesner, Melissa Haworth, Israel Herrera, Carol Hillhouse, Patrick Huber, Ermias Kebreab, Shana McDavis-Conway, Jim Muck, Jim Quinn, Kate Scow, Dianne Stassi, Aubrey (White) Thompson, Tom Tomich, Mark Van Horn, Kristina Wolf

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## Chair's Welcome (Howard-Yana Shapiro)

Howard-Yana Shapiro opened ASI's 2016 External Advisory Board Meeting reflecting on ASI's first 10 years and his vision of its ongoing role in a swiftly changing society where "everything is on the move." To Shapiro, ASI is about:

- **Consensus:** ASI's board members, staff, and directors build ideas together.

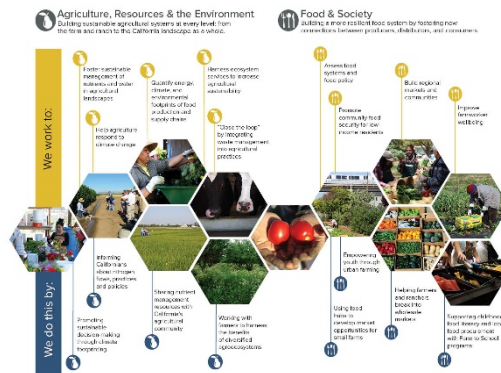
- **Adaptation, not dogma:** ASI focuses on evidence-based solutions to addressing agricultural issues.
- **Connectivity:** ASI works for solutions that are not isolated to the ivory tower and that affect stakeholders of the food system across the whole state.

While praising ASI’s accomplishments, Shaprio also reflected on how much still needs to be done, with the new chair of the external advisory board, Kat Taylor, embodying everything needed to run ASI’s board for the next stage of ASI’s existence. After being introduced Taylor summarized what she believes ASI’s objective should be for the next 10 years: *movement building*.

## Director’s Update (Tom Tomich)

2016/17 is a year of milestones. ASI turns 10 years old, Russell Ranch’s Century Experiment prepares for its 25<sup>th</sup> season, UC Sustainable Agriculture Research & Education Program (SAREP) turns 30, and our Student Farm will celebrate its 40<sup>th</sup> year. In fact, so much is happening at ASI that the ASI “Top Ten” had to be expanded to a “Top 25”:

1. ASI published *The California Nitrogen Assessment: Challenges and Solutions for People, Agriculture, and the Environment* and conducted successful initial rollout of the report.
2. SAREP completed a **life cycle greenhouse gas and energy use assessment of California almond production**, one of the most comprehensive greenhouse gas footprint assessments conducted to-date for a perennial crop.
3. SAREP completed four **youth-led urban agriculture tours** in Northern and Southern California with partners working on social justice in communities of color.
4. SAREP conducted **Farm to School tours** in Los Angeles and Sacramento for policymakers, leading to a roundtable on Farm to School needs with Congressman Garamendi (organized with our Student Farm).
5. SAREP coordinated the first gathering of **Northern California food hubs**.
6. The Florida State Department of Agriculture is exploring adoption of the **SAREP/Yolo County Department of Agriculture model** to identify opportunities for more local farmers to grow crops for its school districts.
7. ASI’s communication coordinator Aubrey Thompson received the **UC ANR “Star” award** for her outstanding work.
8. Student Farm’s **new organic plant breeding project** (in collaboration with the Department of Plant Sciences) is developing varieties of tomatoes, peppers, common beans, and lima beans for organic farming systems and training students in the practical aspects of plant breeding.





9. Student Farm has a new UC Global Food Initiative-funded **Food Access project** addressing food insecurity among UC Davis students.

10. Student Farm staff collaborated with colleagues from other UC campuses to host two workshops (one in Davis, one at UCLA) on **experiential learning** in sustainable agriculture and food systems.

11. Student Farm co-sponsored the **Sustainable Agriculture Education Association's national conference** at UC Santa Cruz in July.

12. Student Farm's Mark Van Horn received two major honors in the past year, including the **"Mark Van Horn Outstanding Student Farm Educator" Award** from the Sustainable Agriculture Education Association.

13. Russell Ranch established an irrigation **"test bed"** to better understand crop water demands and optimize agricultural water use with data flowing from our new water meters, soil moisture probes, and evapotranspiration sensors.

14. Russell Ranch found that Irrigation with liquid **biodigestate from food waste** (but not dairy waste) applied as subsurface drip could support tomatoes at yields similar to those obtained with mineral fertigation systems.

15. Results of Russell Ranch's **biochar research project** indicate that biochar's boost on corn yields might attenuate over time.

16. Russell Ranch superintendent Israel Herrera received the **2016 Award of Distinction**, the highest recognition presented by the College of Agricultural and Environmental Sciences at UC Davis.

17. Sustainable Sourcing established **IC-FOODS** — the International Center for Food Ontology, Operability, Data & Semantics to promote the study of food system, food, and health informatics.

18. IC-FOODS hosted the first **International Conference for Food Ontology, Operability, Data & Semantics** at UC Davis 7-9 November 2016.







19. INFAS published its first collaborative journal article entitled “Labor in the Food System: A view from INFAS”.

20. There has been a surge of interest in INFAS membership.

21. ASI secured \$1.4 million in competitive grants from 15 different proposals, exceeding our goal of \$1 million per year.

22. ASI almost certainly will exceed last year’s record budget of more than \$3.6 million this year.

23. Both of ASI’s ‘Big Ideas’ (\$50 M transformative initiatives) moved forward in the selection process and were presented to campus development officers, UC Davis Foundation Board members, and a sample of potential donors on October 31st. These are entitled: “Living

Laboratory for Agroecology” and “Sustainable Living and Learning Communities.”

24. The Student Farm received two 7-figure bequests.

25. Thirty-three students graduated with B.S. degrees in the Sustainable Agriculture and Food Systems (SA&FS) major, the largest number to date.

But there is still much to do. Revisiting ASI’s *Strengths, Weaknesses, Opportunities & Threats* (SWOT) document from 2012, there are several points to focus on as we move forward:

- The opportunity to better engage with ASI external advisory board members and create meaningful opportunities to help each other.
- The need to improve the effectiveness of ASI’s communications. While we’ve strengthened the identities of our units, ASI still struggles to establish a brand for itself. We also face challenges in communicating science in the public interest in such an ideologically-polarized society.
- The need for new funding sources, including expanding ASI’s endowments and tapping into new opportunities in the Bay Area and Silicon Valley.

ASI 1.0 to ASI 2.0: “We’re not uprooting the orchard. But we need to do some pruning and grafting.”

It is time to ramp up a new strategic planning process for ASI, focusing on taking ASI to the next level without harming its established programs. We should continue framing ASI’s work in terms of global challenges (reflecting California’s potential to take a global leadership role in sustainability) while focusing our work within California. Potential programmatic gaps and areas for greater emphasis should be discussed.



## Gaps? Areas for more emphasis?

### Food Systems

- Food waste / closing the loop
- Food system labor; brain drain
- Food system safety
- Food x health
- Food system informatics
- Consumer trends, tastes, behavior
- Transport infrastructure

### Agroecology

- Climate x water x energy x food nexus
- Irrigation efficiency x soil health
- Salinity
- Livestock, livestock x crops
- Perennials, trees, agroforestry
- Adoption; outreach to small, medium farms

### Social equity, racial and gender equality

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## External Advisory Board: Best Practices

Student Farm Director Mark Van Horn and incoming chair Kat Taylor led a discussion of ways to deepen relationships between ASI and its board members. They emphasized the importance of having the board continue to provide outside views, “tell us a straight story,” and help ASI understand its position within the statewide, national, and global landscape. Particular stress was placed on reciprocity: with the goal of making ASI annual meetings an “essential” meeting for board members that complements and strengthens their own work in sustainable agriculture and food systems.

Several needs were identified during the conversation:

1. Clarifying the role that external advisory members play at ASI
2. Improving communications with board members and other stakeholders
3. Revising ASI’s stakeholder map, SWOT analysis and strategic plan

Specific questions and recommendations focused on (1) communications and (2) building relationships with the advisory board and are outlined below. **(Comments made by participants are paraphrased and italicized.)**

## Communications

### 1. *What is the “story” of ASI? What is ASI’s mission?*

- *While ASI’s focus was broad in its first 10 years as it established itself within the university, it is important to more concisely define the organization’s mission moving forward.*

- *Start addressing this through conversations with board members, asking questions such as “Why did you join the board?” and “What did you find compelling about ASI?”*
- *ASI should evaluate its external partners, evaluate which parties ASI is communicating with, and assess the efficacy of these communications.*

## **2. How can ASI do a better job of translating its work outside of academia?**

- *ASI’s communications tend to be too academic. Clear communications will not only inform stakeholders but can double as an “ask for support” that will build financial and relationship resources with ASI’s external stakeholders.*
- *ASI should focus less on its organizational chart (and which unit does what) and more on what the organization as a whole is accomplishing. ASI should frame its communications in terms of outcomes, not organizational units.*
- *ASI should better leverage its relationships with students/alumni. ASI should maintain communications with SA&FS alumni and consider expanding opportunities to build internship programs with the food industry.*

## **3. How can ASI improve communications with stakeholders?**

- *ASI should continue to refine its stakeholder prioritization process for communications work.*
- *ASI should keep its target funders and investors in mind as it develops its communication materials.*

## **Advisory Board**

### **1. How can ASI deepen relationships with board members and make the board’s role more collaborative?**

#### **How can we make ASI an essential part of board members’ busy lives?**

- *The board’s roles should be clarified. Expectations can be explored through 1:1 interviews, working groups, etc., and board roles will be clarified through these ongoing discussions.*
- *Provide more opportunities for meeting and strategizing, such as working groups composed of ASI staff, faculty, and board members.*
  - *Past attempts at working groups were more program-specific; participants instead suggested creating groups focused on interdisciplinary/broad topics. Working groups suggested by participants included:*
    - **Policy**
    - **Agenda-setting/Strategy**
    - **Students & Interns**
    - **Communications**
    - **Social Equity**
- *Explore opportunities for sponsored work.*



2. *How can ASI establish better communication with board members?*

- *Establish new means of collaboration and communication (emails/newsletters, 1:1 meetings, working groups).*
- *ASI should communicate more frequently with the board. For example, after an event (such as the ICFOODS conference) ASI could send a short summary of the event to board members.*

3. *How can ASI bring new, more diverse perspectives to its board?*

- *ASI needs to determine which important stakeholders aren't currently represented on the board but need to be (through further strategic planning and evaluation).*
  - *New sectors should be represented.*
  - *More members with social and racial justice expertise should be sought out.*

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## Transfer of Chair Duties: Thank you, Howard, & Welcome, Kat

At mid-day the chair duties were officially transferred from Howard-Yana Shapiro to Kat Taylor. A representative of California state senator-elect Bill Dodd's office presented Shapiro with a *Chairperson Emeritus* certificate, recognizing his extensive work in sustainability. Tom Tomich expressed deep gratitude for Shapiro's work in the establishment of ASI and his continued guidance, both "scientific and spiritual."



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## WORKING GROUPS & DISCUSSION

Comments made by participants are paraphrased and *italicized*.

## Fundraising

Gail Feenstra, Food Systems Coordinator, and Sonja Brodt, Coordinator of Agriculture, Resources & Environment, led a small-group discussion to brainstorm fundraising strategies for ASI, particularly in the areas of **social justice** and **agroecology**. To provide context for the conversation ASI staff described ASI's capacity-building work to date in areas of social equality: its social equity committee, INFAS's commitment to social equity issues, and a recent (unsuccessful) proposal to the Kellogg Foundation. Several participants asked for a concrete example of where an explicit social equity focus would have improved ASI's research outcomes. Sonja Brodt described an industry-funded life-cycle analysis that failed to meet all the needs of the environmental justice community and local communities affected by that commodity because those stakeholders had not been consulted during the study-design phase of the project. This discussion brought up a continued tension faced by many ASI projects: designing/reporting scientific studies that meet the needs of the funder as well as the needs of affected communities.

Board members recommended that ASI be more targeted in its communications with funders, particularly with respect to its branding. *For example, the "UC Davis" brand may have the most cachet for one funder, whereas "Student Farm" might for another funder. It was also suggested that ASI develop additional industry partners as a source of funding.* Finally, several foundations were recommended as suitable funding sources for ASI's work, and especially its social equity work: *11<sup>th</sup> Hour Project, Ford Foundation, Kapor Center, Rockefeller Foundation, and Schmidt Family Foundation.*

Much of the discussion focused on ASI's social equity programmatic drive. Suggestions and questions from that discussion are outlined below:

### 1. What role can ASI take in social justice in food systems and agriculture?

- *ASI needs to make sure that social justice elements aren't just "layered on top" of a proposal. Social justice needs to be clearly integrated into, and a clear extension of, the work that ASI does.*
- **Participatory action research** was stressed by several participants. *Some possibilities brought up included organizing ASI research priorities around the needs of urban farmers and linking formerly incarcerated individuals with work being done at ASI (e.g., at Russell Ranch or Student Farm).*
- *ASI is poised to act as a **convenor**, connecting organizations and people working on these issues.*

### 2. How can ASI deepen its involvement in social justice issues?

- *Consider giving the board more voice in strategic planning decisions. Focus on expanding the diversity of ASI's board so it represents a broader spectrum of organizations and viewpoints. Specifically, bring more social justice experts onto the board.*
  - *Diversity needs to be represented at the top of an organization to show that ASI is focusing on social justice because we believe in diversity.*
- *Deepen relationships with existing social/environmental/racial justice organizations.*

- *This will not only increase ASI's fundraising success, but will also improve the chances that ASI's work has real impact on communities.*
- Participants mentioned specific organizations that they recommended ASI reach out to:
  - *ALBA (Agriculture and Land-Based Training Association)*
  - *California FarmLink*
  - *Green Technical Education & Employment*
  - *Los Angeles Food Policy Council*
  - *LaborX*
- *ASI faces a "chicken and egg" problem. It needs to build relationships with social justice groups to get funding, but lacks funding to build those relationships.*

## Communications

ASI communications coordinator Aubrey Thompson led a working group on ASI's communications efforts, opportunities and challenges. To start the discussion, participants shared their "elevator pitch" to answer the question "What is ASI?" Key phrases from the answers included: *research center; convener; hub; sustainability; agriculture; food systems; science; collaboration; two-way engagement; cross-disciplinary; partnerships; researchers; public; and students.*

This exercise segued into a discussion of the challenges of describing ASI:

### 1. *What makes ASI unique?*

- *ASI's desire to create a 2-way engagement with stakeholders.*
- *ASI is bigger than the sum of its parts (both a strength and a communication challenge).*
- *ASI is part of the "People's University" (the UC system).*
- *ASI is a research and outreach organization: a think tank, incubator, and "do-tank."*

### 2. *ASI tends to use academic language that a general audience would find boring.*

- *ASI should consider connecting with people by using more emotionally evocative language.*
- *Words to avoid: interdisciplinary; transdisciplinary; food systems; sustainability (some participants mentioned that these words are too abstract; mean little to a lay audience)*
  - *Example of academic tag line: "Promoting sustainable food systems."*
  - *Example of more emotive tag line: "Helping people help the land."*

### 3. *How can ASI communicate its complex nature in a powerful way?*

- *It is difficult to take something as complex as what ASI does and boil it down to a few sentences.*
  - *This risks over-defining ASI and not communicating the diverse work we do.*
- *Naming the constituency and audience can help ground the description.*



- *Need to cater definition to different audiences' needs: there's no one-size-fits-all definition of ASI that will work for everyone.*
- *Use concrete examples: any definition of ASI should be grounded in what it does.*
  - *For example, Cooperative Extension faces similar challenges, but can ground its work by talking about the Master Gardeners Program.*
- *Participants suggested using the following framework:*
  - *Start with a **Meaningless but Compelling** topline statement or slogan (e.g., "Helping people help the land")*
  - *Then follow with tangible examples to meet the needs of the target audience.*
- *Consider using more visuals to communicate what ASI is when appropriate. These can be more compelling than a narrative.*

After discussing challenges of defining ASI, participants moved on to a discussion of ASI's outreach activities and stakeholder engagement. The discussion started with a brief presentation of the 65 outreach activities done by ASI in the past year. Participants made several observations:

### *1. How can ASI prioritize communications to its stakeholders?*

- *ASI has a large stakeholder list; can be a challenge for effective communications. Participants suggested these were the key "stakeholders" (i.e. target audiences for communication) of ASI:*
  - *Key audiences: Farmers, Researchers and Extensionists. Students.*
    - *Caveat: Farmers are a diverse audience.*
  - *Possible secondary audiences: Consumers, Alternative Energy sector, Health sector*
- *ASI should consider narrowing the focus of target audiences it communicates to.*
  - *Narrowing our focus doesn't mean we're "writing anyone off," or that people who aren't our key stakeholders are no longer our constituents. It's more of a matter of applying limited resources where they are most effective.*

### *2. Is ASI's focus, and more particularly SAREP's focus, too broad?*

### *3. How can ASI improve its stakeholder communications?*

- *Start with an analysis of people in need that ASI can reach.*
  - *Track people who attend ASI events and people we reach.*
  - *Identify gaps. For example, a lot of ASI's activities in 2016 were urban-focused. Its rural focus was small.*
- *ASI should review its stakeholder chart.*
  - *Focus on communicating to stakeholders who can propagate our messages to other stakeholders on our map.*
- *Was ASI trying to communicate to too many audiences at once with the California Nitrogen Assessment rollout? How can this lesson be used for future communication efforts?*

- *Assess the gaps regularly.*
  - *What are the gaps? What issues are falling through the cracks (esp. those that other organizations aren't working on)?*
  - *Making this a regular assessment is essential. Things change, other organizations start working within an arena, while others leave.*
- *Keep funders in mind.*

The discussion ended with two commitments. (1) Participants committed to act as **network extenders** for ASI's communications work by helping to promote ASI events to constituents and mention ASI as appropriate at conferences they attend. (2) Participants committed to 1:1 interviews with the ASI communications team to aid in ASI's ongoing communications evaluation.

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## Closing

ASI extends a heartfelt *thank you* to each of our board members and guests for their engagement and valuable insights throughout the day. The group provided critical input to our fundraising and communications discussions, and the conversation about the advisory board's relationship with ASI provided us with useful ways to move forward on relationship building, such as forming new working groups. We look forward to continuing our conversations with you as we start ASI's new strategic planning process and develop new ways for board members and ASI staff to work on our shared vision of a more sustainable food system.

Please stay tuned over the coming year as these conversations continue to develop.

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## RECAP

External advisory board chair Kat Taylor concluded the day with a summary of hope, encouragement, and the work that needs to be done:

1. After 10 years of beautiful value creation at ASI, we want to preserve the value we've created (like generating new insights for solving problems in California and stopping to quickly fix small problems) but also make sure we target the large systemic and integrative problems as well.
2. The problems we seek to address may change over time as we enter new eras, each of which may require different approaches. Thus the question is not just what role should board members play, but also what is ASI's role *in this era*? Who should inform that role and set the agenda? This will involve an iterative process.
3. We need to embrace stakeholders who are multiple and varied. Some might matter more right now, if there is a greater urgency to empower them in this moment.
4. It's time for ASI to refresh, but still to preserve its value after 10 years as an evidence-based, scientific organization. This requires prioritizing while also realizing that everything is connected. Recognize and use the skills of stakeholders in this process.

5. Be wary of the danger of going after the most attractive opportunity, of over-resourcing.
6. What is the role of ASI? Is it to challenge power while using aligned power? Is it to put more and different people in charge of agenda setting (such as refreshing stakeholder map and board composition)? Or is it more about “it’s not what you say, but what you have the right to say.”
7. In trying to elevate the most important issues and most important stakeholders, can we flip the resource model and engage in “funder activism,” rather than pursuing funding opportunities that exist?
8. While ASI doesn’t need to narrow its stakeholder groups, there are indeed challenges in addressing such a diverse set of stakeholders. ASI needs a good theory of change.
9. A strategic planning process is really important, and it needs everyone involved, not just a working group. This hints at a need to de-concentrate power, as we’ve been reminded of the importance of and pressure of connectivity.
10. Should ASI shift the locus of power and get involved in participatory action research?
11. ASI needs to be emotionally evocative. Words like “Grow well”; “Be well;” and so on are what speak to people right now.
12. Finally, ASI’s value proposition depends on it being in relationships: it is relationships that distinguish a commodity product from a value-added product.

And in closing, director Tom Tomich summarized the major takeaways from the day:

1. We need to **improve ASI’s communications efforts** to the board, within ASI, and to external stakeholders. We need to speak more broadly and immediately to people.
2. We need to radically **refresh ASI’s stakeholder map**.
3. It’s time to further **diversify ASI’s board membership**.
4. We should **ask more of our board members**. People want to be more engaged but need more information on how they can help.
5. It’s time to **rethink ASI’s strategy** going forward.
  - o *A new strategic planning process will be led by Tom Tomich with support by Shana McDavis-Conway.*
6. **What is ASI?** It’s time to revisit basic premises for the existence of ASI.
7. The **convening power of ASI** (and UC) came up again and again. How can we make more effective use of that power?
8. **Working groups:** A lot of energy and passion came up.
  - o *A new policy working group will be led by Aubrey Thompson.*
9. ASI should embrace **Theory of Change** methodology as it undergoes planning and evaluation.



## CONTACT LIST

### AGRICULTURAL SUSTAINABILITY INSTITUTE

#### Leadership

##### **Thomas P. Tomich**

Director, ASI and SAREP  
Kellogg Endowed Chair in Sustainable Food Systems  
Professor, Department of Community Development &  
Department of Environmental Science & Policy  
(530) 752-3915 or (530) 574-2503  
tptomich@ucdavis.edu

##### **Ermias Kebreab**

Deputy Director, ASI  
Sesnon Endowed Chair in Sustainable Agriculture  
Professor, Department of Animal Science  
(530) 752-5902  
ekebreab@ucdavis.edu

##### **Gail Feenstra**

Deputy Director, SAREP  
Academic Coordinator, Food Systems  
ASI/SAREP  
(530) 752-8408  
gwfeenstra@ucdavis.edu

##### **Sonja Brodt**

Academic Coordinator, Agriculture, Resources  
and Environment  
ASI/SAREP  
(530) 754-8547  
sbrodt@ucdavis.edu

##### **Kate Scow**

Director, Russell Ranch Sustainable Agriculture Facility  
Professor, Department of Land, Air and Water Resources  
(530) 754-9668  
kmscow@ucdavis.edu

##### **Mark Van Horn**

Director, Student Farm  
Academic Coordinator, Education and Leadership  
(530) 752-7645  
mxvanhorn@ucdavis.edu

#### Core staff

##### **Shana McDavis-Conway**

Program Manager  
ASI/SAREP  
(530) 754-8546  
smcdavisconway@ucdavis.edu

##### **Laura Crothers**

Proposal Coordinator & Staff Writer  
ASI/SAREP  
(530) 754-8549  
lrcrothers@ucdavis.edu

##### **Dianne Stassi**

Executive Analyst  
ASI  
(530) 752-3915  
dstassi@ucdavis.edu

##### **Aubrey Thompson**

Communications Coordinator  
ASI/SAREP  
(530) 752-5299  
abwhite@ucdavis.edu

#### Development Officer

##### **Melissa Haworth**

Director of Major Gifts  
College of Agricultural and Environmental Sciences  
University of California, Davis  
(530) 979-1440  
mdhaworth@ucdavis.edu

## 2016 EXTERNAL ADVISORY BOARD

*\*Executive committee*

*Current members* (in alphabetical order):

**Ashley Boren\***, Executive Director, Sustainable Conservation, San Francisco, CA

**Renata Brillinger**, Executive Director California Climate & Agriculture Network (CalCAN), Sebastopol, CA

**John Diener**, President, Red Rock Ranch, Five Points, CA

**Michael Dimock**, Executive Director, Roots of Change, San Francisco, CA

**John Foraker**, Chief Executive Officer, Annie's Inc., Berkeley, CA

**Harold Goldstein**, Executive Director, California Center for Public Health Advocacy

**Martha Guzman Aceves**, Deputy Legislative Affairs Secretary, Office of Governor Edmund G. Brown, Jr., Sacramento, CA

**Carl Johnson\***, Chairman of the Board, Nautilus, Inc., San Francisco, CA

**AG Kawamura\***, Founding Member, Orange County Produce, Irvine, CA; and former Secretary, California Department of Food and Agriculture

**Barry Kreibel**, President, Sun-Maid Growers of California, Kingsburg, CA

**Russ Lester**, Co-Owner, Dixon Ridge Farms, Winters, CA

**Joann Lo**, Co-Director, Food Chain Workers Alliance, Los Angeles, CA

**Marshall McKay**, Chairman Emeritus, Yocha Dehe Wintun Nation, Brooks, CA

**David Meddaugh**, Senior Vice President & Market Manager, Specialty Food & Beverage Team, Bank of America Merrill Lynch, Santa Rosa, CA

**Puon Penn**, Executive Vice President/Co-Head, Wells Fargo's Technology Banking Group, Palo Alto, CA

**Amparo Perez-Lemus**, AP Lemus & Associates Marketing and Public Relations, Davis, CA

**Karen Ross**, Secretary, California Department of Food and Agriculture, Sacramento, CA

**D'Artagnan Scorza**, Founder and Executive Director, Social Justice Learning Institute, Los Angeles, CA

**Howard-Yana Shapiro\***, Chief Agricultural Officer, Mars, Inc; Senior Fellow, Plant Sciences Department, UC Davis; Distinguished Fellow, World Agroforestry Centre, Nairobi, Kenya

**Rachel Surls**, Sustainable Food Systems Advisor, UC Cooperative Extension Los Angeles County, Los Angeles, CA

**Kat Taylor\***, Chief Executive Officer, Beneficial State Bank, TomKat Ranch, San Francisco, CA

**Thomas Turini**, Vegetable Crops Farm Advisor, UC Cooperative Extension Fresno County, Fresno, CA

**Paul Wenger**, President, California Farm Bureau Federation, and farmer, Modesto, CA

*Ex officio members* (in alphabetical order):

**Matthew Bridges**, Undergraduate Student Representative, University of California, Davis

**Helene Dillard**, Dean, College of Agricultural & Environmental Sciences, University of California, Davis

**Glenda Humiston**, Vice President, Agriculture and Natural Resources, University of California, Oakland, CA

**Gabriel Patterson**, Graduate Student Representative, University of California, Davis

**Jessica Rudnick**, Graduate Student Representative, University of California, Davis