



AGRICULTURAL SUSTAINABILITY INSTITUTE

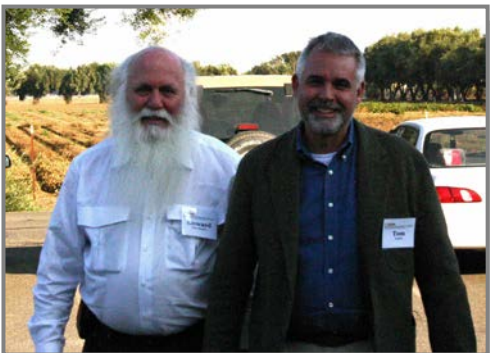
College of Agricultural and Environmental Sciences

**UC DAVIS AGRICULTURAL SUSTAINABILITY INSTITUTE (ASI)
EXTERNAL ADVISORY BOARD MEETING
NOVEMBER 4, 2009**

**DRAFT MEETING REPORT
NOVEMBER 30, 2009**

Prepared by: Courtney Riggle and Thomas P. Tomich

SUMMARY



*Chair Howard-Yana Shapiro and
Director Tom Tomich*

The second annual meeting of the Agricultural Sustainability Institute's (ASI) External Advisory Board was held Nov. 4, 2009. Twenty of the 24 board members were able to participate in the meeting in addition to faculty and staff involved in different sessions, and two additional student representatives. The meeting was chaired by Howard Yana Shapiro. A presentation by Professor Jules Pretty of the University of Essex, UK, was held the evening prior to the meeting, providing additional opportunity for board interaction.

While the inaugural meeting in 2008 focused largely on the big picture vision and strategies for the institute, the 2009 meeting delved into the details of ASI's diverse activities, looking for board input on prioritizing and focusing the institute's work. The agenda was dense; solid progress was made in addressing the goals listed in the following section. However, there was not enough time to address all items fully, and issue-specific committees will be formed to engage the board's expertise further on several topics. Overall, the board was committed to furthering ASI's vision, and individual members were enthusiastic about expanding their involvement with the institute. *This meeting marks the "end of beginning" for ASI: the structure is created, key staff are in place—now it's time to get to work!*



*Back, L to R: Ian Cahir, Israel Herrera, Kate Scow, Joe DiTomaso, Mark Van Horn, Jonathan Kaplan, Neal Van Alfen, Margaret Worthington, Rachel Surls, Richard Rominger, Paul Wenger, John Diener and Melissa Haworth
Middle, L to R: AG Kawamura, Craig McNamara, Maggie Lickter, Meredith Niles, Janaki Jagannath, Judith Redmond, Howard-Yana Shapiro, Ashley Boren, Carl Johnson, Adrian Crabtree and Tom Tomich
Seated, L to R: Sonja Brodt, Amparo Perez-Cook, Gail Feenstra, Mable Everette, Tom Turini and Corny Gallagher*

MEETING OBJECTIVES

- Strengthen relationships among board members and senior staff.
- Update our board on accomplishments, opportunities and challenges.
- Understand implications of UC Division of Agriculture and Natural Resources (ANR) restructuring and plans for new ANR initiatives.
- Clarify board members' roles.
- Receive board members' advice on ASI's evolving portfolio of activities, including priorities for the Sustainable Agriculture Research & Education Program's (SAREP) grant programs.
- Identify advocates and strategic steps so our California Agroecosystem Planning Project (CAPP) leads to a \$10 million Long Term Agroecosystem Program (LTAP) grant from USDA.
- Consider possible roles for ASI and SAREP in providing science-based support to the California Agricultural Vision process as it moves forward.
- Understand opportunities and pitfalls of communication on controversial issues.
- Identify fundraising opportunities and next steps to build endowments, including prospects for a \$10 million-20 million gift.

By staff perception and the initial response from board members received through an online meeting evaluation, the meeting did a good job covering most of the objectives included in this ambitious agenda. However, a few points still need attention. Namely, some board members remain unsure of their role and how they can become more involved with ASI, and there was not enough time to help prioritize all programmatic areas, although workgroups will be formed to enable further board engagement with programmatic and funding strategies.

BROAD QUESTIONS REMAINING FROM LAST YEAR & RESPONSES FROM THE RECENT SESSION

1. Q: What is the scope of ASI?
A: California is ASI's home, SAREP includes a statewide mandate. That said, the institute is also beginning to increase its scope both nationally (via program activities) and internationally (via student and/or faculty exchange and networking). Note: ASI had its first visiting scholar and first international networking membership in 2009.
2. Q: How does ASI fit into ANR's initiatives?
A: SAREP is an ANR program. SAREP gives ASI system-wide focus — making it easier to engage other campuses and county-based staff.
3. Q: What is the strategic role of the advisory board in ASI's mission?
A: In the university setting, the advisory board is not a governing board. Rather, its purpose is to enable community-university dialogue and increase input from information "end users." The hope is that programming will be adjusted according to this dialogue to enable

the institute to provide useful and needed service. ASI's board, specifically, is addressing the question "How do we create a more sustainable food and agricultural system?" with a vision to change the world, which is more ambitious than many boards and programs.

4. Q: What are the endowment campaign and fundraising goals?

A: To meet program objectives, the institute wants to increase its annual budget from \$2 million to \$6 million. The goal is to get two or more large-program grants per year that total more than \$1 million. Endowment funds are also important and stable revenue sources.

EXTERNAL CHALLENGES (*Discussion led by VP Dan Dooley and Dean Neal Van Alfen*)

Based on a memo of understanding (MOU) between the UC Office of the Vice President, Division of Agriculture and Natural Resources (ANR) and the UC Davis College of Agricultural and Environmental Sciences (CA&ES), SAREP, an ANR statewide program, became formally affiliated with ASI, one of CA&ES's institutes, in January 2007 in order to better advance the shared objectives of each. The MOU also delegated authority for the oversight of SAREP to CA&ES, and established that ASI and SAREP would share one director. This unusual management structure provides tremendous opportunity, but also additional challenges, especially during the current state budget crisis. ANR Vice President Dan Dooley, and CA&ES Dean Neal Van Alfen gave brief updates regarding organizational challenges. The key points from their presentations are highlighted below.

ANR:

- ANR is currently in the middle of a system-wide reorganization, with a purpose of managing ANR's 20 percent budget shortfall and also to realign the division's capacities to address targeted long-term concerns.
- Five new strategic initiatives have been formed from this process. The initial initiatives will be: Sustainable Food Systems, Joe DiTomaso, lead; Endemic and Invasive Pests and Diseases, lead pending; Sustainable Natural Ecosystems, Jim Bartolome, lead; Water Quality, Quantity and Security (WQQS), lead pending; Healthy Families and Communities (HFC), Sharon Junge, lead.
- Tom Tomich will sit on the advisory council for the Sustainable Food Systems initiative. The council will be responsible for setting the initiative's five-year mission.
- ANR is consolidating grant funding sources to provide grants of approximately \$5 million per year (peer review) to target projects furthering the initiatives' five-year missions.
- There are many crosscutting issues among the five initiatives; initiative leaders will be tasked to promote collaboration among the program areas.
- ANR needs to explore new financing models to sustain programs – i.e. to seek food industry support on large initiatives, require strong programming and collaboration among UC campuses.

CA&ES:

- The ability of campus to contribute to programs and initiatives is at risk because of funding shortages: 75 CA&ES faculty positions have been cut since 1990, another 50 positions may be cut in the coming years.
- The college will need to eliminate programs to meet the current funding deficit. This change will also necessitate reorganizing the remaining programmatic structures.
- Despite the downsizing, ASI is considered a priority. Dean Van Alfen will do his best to maintain support for the institute within the college.
- CA&ES is becoming more dependent on program advisory boards to provide support for more stable funding from a variety of sources.

CALIFORNIA AGRICULTURAL VISION *(Discussion led by Secretary A.G. Kawamura)*



Climate change issues have been discussed at a global level for quite some time, but only recently have agriculture and timber management governing bodies, such as the California Department of Food and Agriculture (CDFA), been included in the conversation in the United States. Local government can be leaders on national-scale problems in advance of larger entities, and the California agricultural community needs to be engaged and stay engaged in the climate discussion.

Discussion points:

- CDFA can play a role in the climate discussion by developing a vision for agriculture in California — structuring a better framework for how nations can provide adequate food and also mitigate climate and other externalities.
- An awareness of the synergy between food sheds, energy sheds, and water sheds is necessary, requiring a whole system approach focused on system wide outcomes.
- Secretary Kawamura described the “25x25” project, which focuses on building renewable energy production from the rural sector (goal is to have 25 percent of energy renewable by 2025). The project is being adapted to address global climate change – looking for potential solutions from the land and agricultural sector.
- ASI’s role in this vision can be to help focus energy, water, and food systems into synergistic systems, to enable the provision of food and environmental security on local, regional, national, and eventually international levels; a model for 21st Century agricultural extension.
- ASI is the 21st Century farm/agriculture extension conduit for bringing public attention to opportunities and risks; helping identify vulnerabilities (inc: pests, invasive species).
- Framework for sustainability starts with mitigating serious short-term risks, followed with system-wide solutions to address problems.
- CA needs to have its own farm life-system/food security safety plan; to secure funding and attention on these issues (a state “farm bill” of sorts).

PROGRAMMATIC PRIORITIES

The External Advisory Board was tasked with responding to the following questions:

Where do we go deep to deliver results in the coming 3-5 years? Which initiatives have greatest strategic value as “proof of concept” for our interdisciplinary approach to research, education, engagement and communication for impact on big issues? Who are key partners in delivering results? What do those partners need to achieve impact? Do we have an appropriate balance (economic, environmental and social justice) across themes? What are the gaps?

The following section highlights the discussion concerning each of ASI’s thematic program areas. For each area, ASI/SAREP staff presented current program activities and highlighted opportunities and potential future activities, and then asked for the board’s input on focusing and prioritizing goals and projects for each program area.

A. Education & Leadership Theme (Discussion led by Mark Van Horn)



There are currently four active initiatives under this theme: 1) Experiential Learning for Post-secondary Students; 2) Formal Post-Secondary Education in Sustainable Agriculture and Food Systems; 3) Education for Primary and Secondary School Audiences in Agriculture, Environment, Food and Nutrition; and, 4) Cultivating Leadership in Sustainable Agriculture and Food Systems.

Theme budget requirements: 5-year need: \$4.75M, Currently have: \$875K

Discussion points:

- Formal post-secondary
 - *Action item: Organize seasonal student engagement activities to promote intellectual exchange and raise interest in undergraduate major.*
 - *Action item: Engage board in mentorship program for students in new major.*
- K-12 education:
 - *Item to explore: partnering with State Fair, other children’s garden opportunities, to leverage program impact.*
- What is scale of urban gardening?
 - *Item to explore: research project to understand scale of urban agriculture and its influence on a sustainable agriculture system.*
- Internship opportunities for students, for example:
 - Seeds of Change
 - Tropical agriculture in Brazil

B. Food & Society Theme (Discussion led by Gail Feenstra)



There are currently three active and one proposed initiatives 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 (proposed).

Theme budget requirements: 5-yr need: \$6.25M, Currently have: \$1M

Discussion points:

- Farmworker programs
 - Farmworker justice certification – important program ASI should lead.
 - Farmworker activities: need deeper research, financial incentives, risk management for employment practices; activities related to immigration.
 - *Action item: Set up workgroup to advise on development of goals and activities for the Farmworker Wellbeing initiative.*
- Observation: California food and fiber futures (CF3; Kellogg funded precursor to ASI) , included requirements to collaborate with community colleges and CSUs.
 - Dean Val Alfen: collaboration is alive, deans meet regularly. Legacy funds are currently available to fund grant proposals for education/research seed grants to develop interactions among this group.
 - *Action Item: Create proposal to apply for CSU/Jr. college collaboration-focused legacy funds.*
- Comment: USDA's capacity to focus on food & nutrition is behind demand (i.e.: compare to corn, which industry funds even better)– this lack leaves room for SAREP to play an active role, need to increase visible program focus on Food & Nutrition.
- Role of ASI is to provide avenue for shifting balance from commodity research; new administration, USDA leadership may = new opportunities.
- Need to remember rural communities on food & nutrition projects, not just urban poor.
- Sustainability indicators – how can we make those useful/promote use?
 - *Item to explore: build larger role for sustainability indicators.*
- Influencing policy
 - Policy work is more locally based right now, with ASI mostly providing information to be used in decision making. Initiative currently addresses policy issues through work with other bodies that use indicators to develop policy.
 - Dan Dooley – federal & state advocacy is part of ANR's purpose, ASI role is to provide information that can be used in advocacy, Dooley will support efforts.
 - Comment: NGOs and also industry are ahead of academia in ability to think through and influence policy...
 - *Item to explore: building ASI capacity in policy-relevant research.*

C. Agriculture, Resources & the Environment Theme (Discussion led by Sonja Brodt)



There are currently five overlapping initiatives under this theme: 1) Energy and Climate Footprinting of Food Production and Supply Chains, 2) Responding to Climate Change, 3) Sustainable Management of Nutrients and Water in Agricultural Landscapes, 4) 'Closing the Loop': Integrating Sustainable Waste Management in Agriculture, and 5) Harnessing Ecosystem Services to Increase Agricultural Sustainability.

Theme budget requirements: 5-yr need: \$11.3M, Currently have: \$4.3M

Discussion points:

- Topics in this thematic area are interconnected. Projects should focus not just on closing the loop, but also focus on prevention.
- Interesting model to review: Australian product resource lifecycle analysis, CSIRO ARS/FSA data; also University of Arkansas research.
- Inherent tension that program will need to balance between a) making current systems more sustainable vs. b) exploring alternative systems.
- Potential research topics to consider:
 - Product lifecycle research
 - Carbon offsets for farmers
 - Closing loop: on farm energy
 - Gasification of waste products, other waste management methods
 - Dairy waste – concentrate and make more readily portable
 - General Electric is working on an energy converter from dairy project, and other UC entities are also working on this.
 - *Item to explore: collaboration opportunities on this project*
- Dean Van Alfen was asked to help Sacramento solve its waste problem (currently solid waste is hauled to Nevada).
 - *Item to explore: how can ASI help solve the Sacramento waste problem, potentially providing input on urban/rural nutrient movements and other lifecycle issues?*
- Ecosystem Services is a longer term initiative. It will be important to be able to document value and potentially evaluate revenue streams.
- Not much discussion time was available to help prioritize projects in this thematic area.
 - *Action item: form workgroup to help prioritize projects & objectives.*

D. Crosscutting Themes

1) Russell Ranch and California Agroecosystem Planning Project (*Discussion led by Kate Scow*)



Russell Ranch: This session gave an overview of the 100 year *Long-Term Research on Agricultural Systems* (LTRAS) project, now in Year 20, and the correlated *Sustainable Agriculture Farming Systems* (SAFS) project, now in year 22. The board was asked to provide guidance regarding the evaluation of earlier goals in order to refocus and redefine project goals for the next phase of the project and to help determine what kind of information should be measured.

Discussion points:

- Not time to discuss in detail, but some suggestions for new crops included: members of the brassicae family, sugar beets, legumes
- Area to consider: How do you affect human behavior? How do you motivate farmers?
 - *Item to explore: think about outreach, communication of research findings.*
- *Action item: form working group to help refocus Russell Ranch research activities.*

California Agroecosystem Planning Project (CAPP): A two-year planning grant was recently received to prepare a 10-year, \$10 million grant proposal for a Long Term Agroecological Program (LTAP), with an initial focus on soil carbon. The project would involve a diverse group of stakeholders from across California, developing a shared conceptual framework of the food system and soil carbon, studying the entire Central Valley as one large agro-ecosystem. The board was asked for input on both the conceptual components of this study and on ways to develop broad support for the project to increase the likelihood of the proposal being awarded to ASI.

Discussion points:

- What happens if we get the LTAP grant? What if we don't?
- What is the scale of the project? Would it make sense to include the Salinas Valley?
- \$1 million/year isn't much for a project of this scale, but it may build a system to manage and leverage effort that is already happening.
- Outreach and broad support will be critical to getting this grant. What can the board do? Project partners? Elected officials? Industry? Dan Dooley/UC's role? Contacts at NIFA? State conservationists? Water district management?
 - *Action item: form working group to work on generating broad participation and awareness of this project proposal.*
- Communication objectives will be to make the project digestible.
 - *Action item: formulate outreach approach, including news releases, talking points, and other easily disseminated information.*

2) Sustainability Benchmarks (*Discussion led by Tom Tomich*)



Due to both time constraints and technical difficulties, the audio presentation scheduled for this session was not aired during the meeting. We invite board members to listen to the 8 minute audio presentation at their leisure. To do so, please go to the web link:
<http://www.earthsky.org/interviewpost/agriculture/tom-tomich-works-to-assess-progress-in-global-agriculture>.

3) SAREP Grantmaking (*Discussion led by Gail Feenstra and Sonja Brodt*)



One of SAREP's three legislated mandates is to "administer competitive grants for research on sustainable agricultural practices and systems." For several years, lack of funds has precluded an effective grant program. SAREP plans to restart its grants programs as soon as possible, and asked the board for advice on formulating its grant-making approach.

Discussion points:

- Tom: favors using grants to form linkages between community, county, university, etc...
 - Potential targets: UCCE, farmers, & students.
- Because of the limited resources available, student awards, farmworker programs, seed money/catalyst money may be most effective.
- Need to take multi-year view – prioritize stakeholders, etc.
- Guiding principals: proposals to include outreach and education components, community partners; Question: focus on current systems or new systems?
- Set basic criteria, leave open-ended, or scale breadth of request for proposals (RFP) to available funding?
- Should look for balance among agricultural constituents – no favoritism.
- Potential grants could include: planning grants, delivery of existing research, outreach and practical use.
- Should look for ways to leverage money: provide planning grants for areas with federal funding; broader funding for education/outreach grants, etc.
- Hot topics that may have federal funding include:
 - Nutrient and water-related topics.
 - Urban audience/ food security (may include community gardens, closed system gardening, etc).
- Support for work on dairy waste digesters would be a good place to raise visibility.
- Methyl bromide – additional funding stream, very broad mandate.
- *Action item: form workgroup to help prioritize SAREP grant-making and review RFP funding criteria.*

COMMUNICATION AND FUNDRAISING

Communication: ASI's role in consensus building on sustainability (Discussion led by Corny Gallagher)

A lively discussion on both a definition for “sustainability” and how ASI can lead the dialogue on sustainability with a broad array of constituents developed from the communication session. The consensus coming from this second board meeting is that there is no hard definition of sustainability; rather that sustainability is a continuum, involving a diversity of players with dialogue that is constantly changing. The points from the discussion, below, focus on aspects of sustainability and highlight some of the challenges that have arisen through the dialogue process.

Discussion points:

- People are feeling excluded, the institute will need to define and redefine sustainability so constituents feel part of the dialogue; in particular, traditional mainstream agriculture feels left out/attacked.
- Sustainability must include: social issues, economic issues, environmental issues = people, profit, and planet.
- Profit cannot be forgotten: better methods will be adopted by agriculture because they are better, not just because they are more sustainable.
- ASI needs to demonstrate profitability of sustainability to become accepted – not necessarily productivity; could be marketability, etc, but must have added value.
- Motivations for partnership: must be economically relevant. Farming is unique in the community and environmental issues are also intrinsic to multi-generational/family farms — farmers want to do the right thing.
- ASI doesn't need to define what is sustainable, it needs to provide data supporting moves towards better practices by all constituents.
- ASI goal is information, not lobbying.
- No matter where the starting point, ASI's goal is to provide entities with the information with which they can be more sustainable.
- In addition to not alienating its constituency, ASI needs to promote the exploration of a variety of alternatives.
- Dialogue is about how to think, not what to think... What is sustainable will be different for different cases. No one size fits all. (i.e. sustainability index is worrisome ... specific practices may not work in different micro-areas).
- How to talk is also important – conflict can't be completely ignored; values are embedded in social justice component of sustainability. The institute cannot be “valueless” or “unbiased”, it should be explicit about values. (i.e. small farms are important.)
- How is the university different? Key strength is that we are advocates of knowledge, not a specific view... [data driven, technology neutral]

- For controversial issues/debates – the institute needs to use communication to actively manage the message, letting constituents & supporters know debates are taking place to facilitate dialogue.
- People are reason responsive – they need to understand reasons for actions, even if they disagree, to have respect and participate in a dialogue.

Fundraising: Identifying, developing and seizing opportunities (Discussion led by Rich Rominger with Ashley Boren, Carl Johnson and Howard-Yana Shapiro)

The board was asked to consider: *How to accelerate development of ASI's endowment and other major gifts, including prospects for a \$10 million-20 million gift? What are the scope and limits of corporate partnerships? Does ASI need to formalize principles and guidelines for such corporate partnerships? Are there models that should be considered?*

To launch the conversation, three different funding perspectives were shared by board members Ashley Boren, Carl Johnson and Howard-Yana Shapiro, and then a discussion on how ASI should plan to move forward ensued. An overview of their perspectives and the correlated discussion follows:

Fundraising from a small nonprofit perspective

1. Need to have a diversity of funding sources and types. Sources should potentially include individuals; federal, state, and local government sources; foundations; and corporate support. Types of funding should potentially include: general support, program support, endowment funding.
2. Need two pitches: one for specific project/deliverables, a second for support of mission and approach.
3. Having a portfolio of projects is helpful, with projects in different stages of evolution, so that you have short-term results coming up as well as long-term milestones. An organization needs to be able to report successes regularly to keep the attention of foundations, etc.
4. Corporate support: it is important to balance industry with other sources, show support from various constituencies so it is clear that the organization has not been co-opted.

Funding from two corporate perspectives

1. Fundraising environment is very competitive, skills of fundraiser must keep growing.
2. Contraction in available funding is affecting how companies fund projects – result is that funding is more focused on research directly relevant to companies' interests.
3. Challenge – companies have historic donation patterns, difficult to add new projects, therefore new projects often funded out of operating budgets not charity budgets.
4. Other examples: Arrangements where funding partners get first access to research and/or proprietary research.

Why fund ASI?

1. Compelling messages to wide range of donors; information is not threatening – improvements are intrinsically a good thing. An integrated multidisciplinary institution can be leveraged.
2. Information can be easily translated - not site specific.
3. ASI is young, but built on shoulders of UC which has proven expertise – big asset.
4. ASI's work is "Pre-competitive" – all can use research data. Science in the public interest means that more people use information, which drives profit for individuals, and drives profit for industry, as well.

Discussion points:

- Industry + public sector + consumers have some common interests that can be leveraged – i.e. food safety. They fund research to solve big problems.
- Should ASI establish limits and/or guidelines about corporate partnerships?
 - Corporate partnerships giving privilege to research findings would be problematic to students – want all to become sustainable
 - NGO example: aware of some conflicts of interest, therefore have committee to review controversial funding sources.
 - *Action item: build process to evaluate funding opportunities and potential conflicts of interest.*
- ASI needs to present itself as a resource to commodity groups and other funders to meet common goals/ address common problems of a variety of associations. May be able to provide opportunity for them to pool resources to meet common goal, but will need a different approach to reach out to these groups.
 - *Item to explore: develop approach to reach out to commodity groups.*
- Develop an approach to reach out to food retailers. Grocery Manufacturers Association (GMA) acts as a neutral science board which lays out research of common interest. Approaching GMA may be more efficient than approaching food companies directly.
- Potential new topic for ASI to include: animal welfare issues.
- *Action item: Set up fundraising workgroup to provide guidance on targeted funding prospects and range of fundraising approaches.*

REVIEW OF KEY POINTS AND DECISIONS

Action items: Formation of board working groups to enable ASI to deepen collaboration and to interact with board members throughout the year on ASI priorities

- *Workgroup to advise on Farmworker Wellbeing initiative goals and activities.*
- *Workgroups to help prioritize activities in each of the three programmatic themes.*
- *Workgroup to help refocus Russell Ranch research activities.*
- *Workgroup to generate broad participation and awareness of CAPP/LTAP proposal.*
- *Workgroup to help prioritize SAREP grant-making and review RFP funding criteria.*
- *Workgroup to provide guidance on targeted funding sources and range of fundraising approaches.*

Action items: Program activities

- *Organize seasonal student engagement activities to promote intellectual exchange and raise interest in undergraduate major. (p. 5)*
- *Engage board in mentorship program for students in new major. (p. 5)*
- *Create proposal to apply for CSU/Jr. college collaboration-focused legacy funds, building on CF3 efforts. (p. 6)*
- *Formulate outreach approach, including news releases, talking points, and other easily disseminated information, for CAPP/LTAP proposal process. (p. 8)*
- *Build process for evaluating funding opportunities and potential conflicts of interest. (p.12)*

Action items for next board meeting

- *Set date for next board meeting (probably in early December 2010).*
- *Invite Chancellor Linda Katehi.*

Items to explore

- *Explore partnering with State Fair, other children's garden opportunities, to leverage program impact. (p. 5)*
- *Investigate scale of urban gardening/agriculture and implications for sustainability. (p. 5)*
- *Build larger role for sustainability indicators. (p. 6)*
- *Formulate plan to build ASI capacity in policy-relevant research. (p. 6)*
- *Explore collaboration opportunities on dairy energy converter project. (p. 7)*
- *Determine if ASI can work with CA&ES to solve the Sacramento waste problem, potentially providing input on urban/rural nutrient movements and other lifecycle issues. (p. 6)*
- *Evaluate plan for outreach and communication of research findings. (p. 8)*
- *Fundraising: develop approach to reach out to commodity groups. (p.12)*
- *Fundraising: develop approach to reach out to food retailers. (p. 12)*

Big unresolved items

- *Is there a role for a public policy coordinator at ASI?*
- *Should there be a bigger ASI role for small producer engagement? (In light of Small Farm Program closure?)*
- *What can or should ASI's role be towards improving access, distribution, efficiency for food bank/ poverty programs?*

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***Ashley Boren**

Executive Director
Sustainable Conservation
San Francisco, CA

John Diener

President
Red Rock Ranch
Five Points, CA

Daniel Dooley

Vice President
Agriculture and Natural Resources
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Oakland, CA

Greg Drescher

Senior Director for Strategic Initiatives
Culinary Institute of America
St Helena, CA

Mable Everette

CEO and Founder
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Cornelius Gallagher

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Meredith Niles *(incoming)*

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Guinda, CA

***Richard Rominger**

Rominger Farms
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Student representative
UC Davis Students for Sustainable Agriculture
University of California, Davis

External Advisory Board Meeting
November 24, 2009
Glossary of Acronyms

ANR	Division of Agriculture and Natural Resources
ARS	Agricultural Research Service (part of USDA)
ASI	Agricultural Sustainability Institute
CA&ES	College of Agricultural and Environmental Sciences
CAAP	California Agroecosystems Planning Project
CDFA	California Department of Food and Agriculture
CF3	California Food and Fiber Futures project
	Commonwealth Scientific and Industrial Research Organisation
CSIRO	(Australia)
FSA	Farm Service Agency (part of USDA)
GMA	Grocery Manufacturers Association
HFC	Healthy Families and Communities
LTAP	Long Term Agroecosystems Program
LTRAS	Long Term Research on Agricultural Systems
MOU	memorandum of understanding
NGO	nongovernmental organization
NIFA	National Institute of Food and Agriculture (part of USDA)
RFP	request for proposals
SAFS	Sustainable Agriculture Farming Systems project
SAREP	Sustainable Agriculture Research and Education Program
UC	University of California
UCCE	University of California Cooperative Extension
USDA	United States Department of Agriculture
WQQS	Water Quality, Quantity and Security