

Powell Research and Extension Center

PREC



STRATEGIC PLAN

2013

# Table of Contents

<b>I.</b>	<b>MISSION</b> .....	<b>3</b>
	PREAMBLE .....	3
<b>II.</b>	<b>STRATEGIC GOALS</b> .....	<b>3</b>
<b>III.</b>	<b>TACTICAL OBJECTIVES</b> .....	<b>3</b>
	TACTICAL OBJECTIVE 1 .....	4
	TACTICAL OBJECTIVE 2 .....	4
	RESPONSIBILITIES .....	5
<b>IV.</b>	<b>FACILITY PRIORITIES</b> .....	<b>5</b>
<b>V.</b>	<b>STRUCTURE</b> .....	<b>5</b>
	1. GUIDELINES FOR STAFFING.....	5
	2. FUNDING FOR SUPPORT STAFF.....	7
	3. ADVISORY BOARD .....	7
	4. ADMINISTRATIVE STRUCTURE .....	8
<b>VI.</b>	<b>PROCESSES</b> .....	<b>8</b>
	1. INCENTIVES FOR OFF-CENTER FACULTY TO USE PREC .....	8
	2. PROCEDURES FOR PROJECT CONSIDERATION.....	8
	3. EXTERNAL FUNDING .....	8

## I. MISSION STATEMENT

“The Research and Extension Center at Powell (PREC) is dedicated to being the premier irrigated agricultural research and extension Center that benefits the citizens of the region, state and nation.”

### Preamble

*The College of Agriculture and Natural Resources is dedicated to the land-grant philosophy of research-based information as a basis for assisting education, outreach, and economic development in Wyoming. The mission of the College “is to be a proactive leader in education and scholarship in support of healthy, sustainable systems for Wyoming’s agriculture, environment, natural resources, rural communities, and extension/outreach service”.*

*The Wyoming Agricultural Experiment Station (WAES) and its associated Research and Extension (R&E) Centers are integral to the mission of the college. PREC provides WAES with a unique ability to conduct irrigated crop research and development including system-based management strategies applicable to agriculture practices in Wyoming and the region.*

*The Wyoming Seed Certification Service (WSCS) and Wyoming Seed Analysis Laboratory (WSAL) are also located at PREC. These entities provide fee-based field inspection and seed testing services to the seed industry of Wyoming and the region, functions not included in this strategic plan. The authority for the WSCS and WSAL comes from the Wyoming Seed Law. Partial funding for WSCS is provided by UW Extension. Support for WSAL is provided by legislative appropriation via the Wyoming Department of Agriculture and managed by the University of Wyoming. Although fee-based services are the main mission of both entities, they also serve extension, education, and research roles.*

## II. Strategic Goals

1. **Discovery** - PREC will discover, develop and enhance viable irrigated crops and cropping strategies to optimize production, income and resource use.
2. **Outreach** – PREC will form relationships with constituents, colleagues, and allied industries to facilitate the distribution, adoption, and practical application of results obtained during the process of Discovery.

## III. Tactical Objectives

The two Strategic Goals for PREC will be realized through completion of the following Tactical Objectives.

*Strategic Goal 1. Discovery - PREC will discover, develop and enhance viable irrigated crops and cropping strategies to optimize production, income and resource use.*

**1. Tactical Objective 1. Improve yield and quality, seek new markets, and evaluate strategies to add value and diversity to seed and commercial crops in the region.**

*Actions for Objective 1 are:*

- A. Conduct dialogue with constituents and colleagues to determine and prioritize research needs and opportunities.
- B. Collaborate with constituents and colleagues to:
  - i. Conduct research on core and alternative crops to identify varieties with high yield and quality under irrigated conditions in the Big Horn Basin.
  - ii. Investigate methods to improve irrigated crop productivity and viability.
  - iii. Investigate methods to optimize the use of inputs and protect natural resources.
  - iv. Seek new and alternative markets for new and existing crops.
  - v. Conduct research on core and alternative irrigated crops to identify cropping systems that enhance economic returns and conserve resources.

*Strategic Goal 2. Outreach – PREC will form relationships with constituents, colleagues, and allied industries to facilitate the distribution, adoption, and practical application of results obtained during the process of Discovery.*

**2. Tactical Objective 2. Through creative collaboration and communication, results will be shared in a manner that allows people in the region to assess, adopt and benefit from discovery.**

*Actions for Objective 2 are:*

- A. Engage with UW Extension to provide informative and educational programming.
- B. Participate in informational and educational opportunities, including:
  - i. Writing articles for regional agricultural publications
  - ii. Speaking to constituent groups such as service provider grower meetings, grower associations, and irrigation districts.
  - iii. Speaking to non-agriculture related groups to inform them of agricultural issues and learning opportunities and resources available at PREC.
  - iv. Provide hands-on learning through on-site short courses, seminars, tours, demonstrations and field days.

- v. Provide access in a variety of venues (electronic media, scientific publications, Experiment Station and UW Extension bulletins, presentations, etc.) to data, outcomes, and meta-data from discovery and development.
- vi. Provide work-experience, learning and research opportunities that complement higher education.
- vii. Develop and maintain a web-based information sharing system.

### **3. Responsibilities - Tactical Objectives 1 and 2**

- A. The Research Coordinator, Director of Operations, and the researchers working at PREC will be responsible for and evaluated on implementation of these tactical objectives.
- B. Researchers working at PREC shall seek opportunities within these objectives.
- C. The Research Coordinator will encourage and support the use of the PREC by campus-based faculty.
- D. Each researcher using PREC facilities shall develop and send information to the WAES web designer for web-based information sharing.

## **IV. FACILITY PRIORITIES**

Facilities essential for PREC to be a productive resource used by scientists include:

1. Short-term housing for student interns, UW graduate students, faculty, and visiting scientists.
2. Technology updates for state-of-the art high-speed internet access and equipment that utilizes that technology, with the goal of improving all web and internet based communication methods.
3. Adequate laboratory facilities to enhance potential research activities.

## **V. STRUCTURE**

### **1. Guidelines for Staffing**

PREC should include:

- A. Director of Operations. This individual shall represent and promote the Center to the public, be responsible for fiscal and daily management of the Center. The Director of Operations shall work with the Research Coordinator and the Advisory Board to fulfill the mission of PREC.

B. Research Coordinator. This individual should possess the ability to productively interact with the Advisory Board and producers to gain sufficient understanding and knowledge of cropping and agronomic practices to ensure PREC achieves its mission. Duties inherent to this position include; establishing relationships with on and off-campus researchers and the agricultural sector, developing independent and collaborative research initiatives, forming research teams, and procuring extramural funding crucial to fulfilling the mission of PREC. A portion of the Research Coordinator's appointment should be in UW Extension education and participation in the PSAS and SMRR Initiative Teams in PREC activities is expected. The Advisory Board will assist the Research Coordinator in the development of producer-participatory research and activities.

C. Faculty and academic professionals. Faculty with expertise in numerous disciplines are essential to the mission of PREC. These individuals may, or may not be stationed at PREC depending on their job descriptions and responsibilities in their home department in the College of Agriculture and Natural Resources or other UW Colleges. Faculty required to fulfill PREC's mission should possess a common ability to effectively communicate the applicability of their research and, as a whole, possess an appreciation of agronomic practices and expertise in at least the areas of:

- Agriculture Economics
- Communication Technology
- Crop Science
- Entomology
- Horticulture
- Plant Pathology
- Weed Science
- Soil Fertility
- Irrigation

Faculty and academic professionals shall be responsible for the discovery and development of crops and cropping strategies that optimize production and resource use. In addition, they will collaborate with and assist the Research Coordinator in disseminating research results. Examples of expected activities include; the development of producer-participatory activities to evaluate the adoption of research results, provide training to county based educators, preparation of Experiment Station and UW Extension bulletins and guides, and evaluation of the economic and societal impacts of new innovations and recommendations.

D. Administrative Office Staff. In addition to providing clerical and technical office support for the Center, office staff shall promote a positive image of the Center

when greeting the public and directing inquiries to appropriate Center or University personnel. Staff will assist with periodic publication updates, accounting and record keeping, the dissemination of results in the form of news releases and brochures, and public relations as well as other duties as assigned.

- E. Farm Operations Manager. Duties for this individual shall encompass performing routine procedures as dictated by the experimental protocols, managing farming/cropping activities, maintenance of facilities, and directing daily activities of the assistant farm managers.
- F. Research Associate. The Research Associate(s) shall assist with routine activities of Center research projects (planting, harvesting, data collection, and analysis) as assigned by the Director of Operations. This individual will also supervise seasonal employees.
- G. Assistant Farm Managers. The Assistant Farm Managers shall conduct Center activities as directed by the Farm Operations Manager.

## **2. Funding for Support Staff**

To maintain base level support, the above positions should be funded by monies appropriated to the UW Agricultural Experiment Station. Funded projects should budget sufficient funds to cover PREC user fees. Funds generated by user fees should be available to PREC.

## **3. Advisory Board (AB)**

The PREC Advisory Board shall act in an advisory capacity as a resource for the Research Coordinator, the Director of Operations, and University of Wyoming officials to:

- Aid in research program planning by identifying general needs and problems of the agriculture sector.
- Aid in UW Extension program planning and promotion of PREC by identifying general needs for, and problems with dissemination of research and information to the agriculture sector.
- Support and advise on the use of an endowment fund created by the Powell Advisory Board to be used for research projects.
- Provide advice and support in matters that would affect PREC and its mission of research, extension, and education.
- Work to secure funding for producer-oriented research.

#### **4. Administrative Structure**

The administrative structure for PREC is as follows; The Dean of the College of Agriculture and Natural Resources, who is the University official ultimately responsible for PREC, has delegated administrative oversight to the Director of the WAES. The Advisory Board shall serve in an advisory capacity to PREC and will serve as a conduit for dialog between producers, the Director of WAES, the Director of Operations, and the Research Coordinator, who in turn shall coordinate all short and long range activities at PREC with appropriate assistance from Center personnel.

### ***VI. PROCESSES***

#### **1. Incentives for Off-Center Faculty to use PREC**

- Provide facilities and resources that complement and extend those provided on campus.
- Provide for short-term housing of students, visiting scientists, and faculty while conducting research trials at PREC.
- Provide the opportunity and funding for student interns and graduate students to work on research and education projects.
- Incorporate faculty responsibilities at PREC into their written job descriptions and recognize such activities appropriately.
- Strengthen funding mechanisms to provide support for travel and accommodations for individuals conducting research at PREC.

#### **2. Procedures for Project Consideration**

The Director of Operations, the Research Coordinator, and the Farm Operations Manager shall review all projects and provide guidance about how to best fulfill the Center's goals and accommodate needs of individual projects.

The process by which a proposal will be considered for conduct at PREC shall generally proceed as follows:

- Proposals for projects shall be submitted to the Director of Operations for consideration throughout the calendar year utilizing a uniform resource request protocol established by the WAES.
- The Director of Operations, Research Coordinator and Farm Operations Manager shall discuss all proposals to ensure the availability of resources.



- Projects approved shall be “green-sheeted” through the office of the Director of the WAES. User fees will be determined, and funds to provide resources needed for the research will be budgeted.
- Approved projects shall be submitted to the funding agency with PREC support indicated.
- Annual reports of all projects shall be presented by the Principal Investigator (PI) at the annual meeting of the Advisory Board, at the PREC Field Day, and printed in the annual Agricultural Experiment Station Field Day Bulletin.

### **3. External Funding**

Consultation with the WAES Director, Director of Operations, the Research Coordinator and the Farm Operation Manager from the inception to submission of grant proposals is strongly encouraged for any project considered which will require significant PREC resources.

Priority shall be given to projects that:

- Budget funds to support PREC personnel
- Provide funding to improve infrastructure at PREC
- Provide stipends for students to work on research and education projects located at PREC
- Directly impact Wyoming agricultural production

Persons seeking admission, employment, or access to programs of the University of Wyoming shall be considered without regard to race, color, religion, sex, national origin, disability, age, political belief, veteran status, sexual orientation, and marital or familial status. Persons with disabilities who require alternative means for communication or program information (Braille, large print, audiotape, etc.) should contact their local AES Research and Extension Center. To file a complaint, write to UW Employment Practices/Affirmative Action Office, University of Wyoming, Department 3434, 1000 E. University Ave., Laramie, WY 82071.