Please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by February 28, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “First Level Review.” For example: SOEST – First Level Review.

Name of the Program:  College of Tropical Agriculture and Human Resources (CTAHR)

How long has the program existed:  Since 1907 (when UHM was founded as the College of Agriculture and Mechanical Arts)

Department/School/College:  Kauai County/CTAHR

The department would fall under which of the following Vice Chancellor’s offices?

- [x] Academic Affairs  
- [ ] Research and Graduate Education  
- [ ] Student Services  
- [ ] Administration, Finance, and Operations

How does the program fit into the larger administrative unit? (Describe in two or three sentences.)

Kauai County/CTAHR is an administrative, county based unit of CTAHR, located on the island of Kauai. It consists of the Cooperative Extension Service (CES) office in Lihue, and the Kauai Agricultural Research Center (KARC) in Kapaa to deliver CTAHR’s tripartite Land Grant mission of instruction, research and extension (outreach) to Kauai stakeholders and residents.

Briefly describe the program (no more than half a page):

CES is a national educational network with the broad objective of extending research-based knowledge and education of land grant universities to the public (stakeholders), in the fields of agriculture and consumer sciences (human resources). CES is a partnership of the Cooperative State Research Education and Extension Service (CSREES), an agency of the United States Department of Agriculture; 106 land grant universities (in every state and territory); and more than 3,100 county and city Extension Offices. Each state has at least one main agricultural station, usually located at, and associated with, a land grant university. Most states have branch stations to meet the unique needs of different climatic and geographical zones. Hawaii has branch stations on Kauai, Oahu, Molokai, Maui, and the Big Island.
CTAHR-Kauai County is an off-campus administrative unit of CTAHR, on the island of Kauai. It administers the Cooperative Extension Service (CES) office in Lihue, Kauai, and the Kauai Agricultural Research Center (KARC) in Kapaa, Kauai to deliver CTAHR’s tripartite Land Grant missions of instruction, research and outreach (extension) to Kauai stakeholders and residents.

Guiding Questions for the Review Process:

1. What are the main goals and objectives of the unit?

The main goals and objectives of the unit are consistent with the six program areas of CTAHR, statewide:

- Sustain, protect and manage Hawaii’s natural resources and environment.
- Assist Hawaii’s diversified tropical crops, livestock and aquaculture systems to be competitive.
- Invasive species education and management.
- Youth, family and community development.
- Promote health and wellness of Hawaii’s families and communities.
- Generate and improve Hawaii’s products, processes and markets.

2. What are the services that the unit provides, and to whom (students, faculty, staff, donors, others)?

Services are provided by the unit with 3.0 FTE researchers (R), 5.0 FTE agricultural technicians (T), 3.2 FTE extension agents (E), and 0.8 FTE administrator (CA) to the six program areas, accordingly:

- Sustain, protect and manage Hawaii’s natural resources and environment.
  0.35 FTE (R), 0.75 FTE (T), 0.05 FTE (E)
- Assist Hawaii’s diversified tropical crops, livestock and aquaculture systems to be competitive.
  2.05 FTE (R), 2.00 FTE (T), 1.10 FTE (E)
- Invasive species education and management.
  0.30 FTE (R), 0.75 FTE (T), 0.75 FTE (E)
- Youth, family and community development.
  0.50 FTE (T), 0.95 FTE (E)
- Promote health and wellness of Hawaii’s families and communities.
  0.15 FTE (T), 0.25 FTE (E)
- Generate and improve Hawaii’s products, processes and markets.
  0.30 FTE (R), 0.75 FTE (T), 0.10 FTE (E)

Services provided are research, informal instruction and outreach (Extension) on diversified agriculture and human consumer sciences/resources, particularly in the development and transfer of
information and technology. Diversified agriculture services include production, marketing, and disease and pest management of food crops, ornamental and turf commodities, and livestock and range. Human consumer services include 4-H & youth, health, nutrition and wellness, and community development.

Stakeholders are farmers, ranchers, landscape and nursery operations, seed corn companies (Monsanto, Pioneer, Syngenta, BSAF), Kauai Coffee Company, Kauai 4-H Federation, Kauai Family Community Education, commodity groups (Kauai County Farm Bureau, Kauai Taro Growers Association, Hawaii Tropical Flowers and Foliage Association-Kauai Chapter, Kauai Landscape Industry Council, Kauai Cattlemen’s Association, Kauai Anthurium Association, Kauai Orchid Society, Garden Island Orchid Club, Kauai Bonsai Club, Bonukai), and urban and rural residents.

Collaborating federal, state and county agencies include USDA Natural Resource Conservation Service, U.S. Fish & Wildlife Service, Kauai Community College, State Department of Land and Natural Resources (Forestry Division, Hawaiian Homelands, and Lands), County of Kauai –Office of Economic Development, East & West Kauai Soil and Water Conservation Districts, Hawaii Department of Agriculture, Hawaii Department of Health, Kauai Economic Development Board. Other collaborating organizations include Kauai Invasive Species Committee, and the National Tropical Botanical Gardens.

3. What tasks/services does the unit receive from other units?

The KARC station is located on 240-acres of State of Hawaii ceded lands, by way of an Executive Order, at no cost to CTAHR. In addition, KARC leases another 13+ acres of State DLNR lands for a wetland/paddy crop station in lower Wailua, at a rate of $1.00/year.

The 1,970 sq. ft. CES office - located in the State of Hawaii, State Office Building in Lihue – is administered by the State Department of Accounting and General Services (DAGS). CTAHR pays no lease and no utilities for the office space and use.

The Kauai unit collaborates statewide with all of the other CTAHR units at UHM and the other islands (departments, other county units, along with their respective experiment stations) regarding research, instruction and extension programs and projects, in order to facilitate information, technology and plant material exchange, dissemination and adoption by and for stakeholders.

4. On what tasks/services does this unit collaborate with other units?

The Kauai unit collaborates with all other CTAHR Manoa and county (Oahu, Maui, Big Island) units, as well as other Federal, State and County agencies, as specified in answer to question #2, above.

5. Are services elsewhere available at the University? In the surrounding community?

CTAHR is the only college in the University with the tripartite missions of instruction, research and outreach (Extension). Extension is unique to CTAHR and the University. It is this component on which the college was founded on in 1907, and which now qualifies the University as a Land Grant institution. Although other colleges within the University may have informal outreach programs, none are integral and programmatic as in CTAHR.

6. What is the unit’s funding source(s) (state, self-sustaining, grants, etc)? At what level?
$ 9,000 Federal funds for CES (Extension) projects.
$31,600 State funds for KARC (Research) operations.
$20,400 State funds for KARC electricity.
$29,250 State Department of Hawaiian Homelands Lands.
$ 8,719 Research Training Revolving Fund.

7. Are there needs and demands for services that the unit cannot meet? What are they, and how do they relate to the University’s mission?

There are fundamental needs and demands from stakeholders which our unit cannot meet, primarily requests for land, water and/or capital to farm. While one of our missions is to “sustain, protect and manage Hawaii’s natural resources and environment, we have no jurisdiction or mechanism for providing land, water and capital for farmers. However, we do provide stakeholders with contacts and referrals to other government agencies (Federal, State, County) and or private sources which may best fulfill these needs and demands.

There is a demand for CTAHR developed products, particularly planting material because they are developed specifically for Hawaii’s semi-tropical climate. Often, these products are not available directly from CTAHR to the stakeholders because research funding agreements - by CTAHR and the University - with industry groups prohibit CTAHR from providing planting material directly to stakeholders, even in small urban/hobbyist quantities. This eliminates a tremendous opportunity for both promoting CTAHR and the University to the communities, as well as a significant potential source of funding to sustain experiment station operations, particularly in these tight budgetary times.

There are requests from stakeholders for community partnerships to do taro research and production at our wetland/paddy station. However the irrigation system is under disrepair, at an estimated cost of $1 million.

There is growing need for community/urban gardening information and demonstration/victory gardening and small animal production. These types of demands are indicative of the “back to earth” yearning when the economy is poor and when people find solace in “reconnecting” with nature. Unfortunately, this type of informal education requires personnel resources, which are limited by hiring and budget freezes.

8. How many, and what type of staff are employed?
   2 FTE secretarial/clerical (one CES, one KARC).
   1 FTE farm manager/agricultural technician (KARC).
   4 FTE agricultural technicians. (KARC).
   3 FTE researchers (KARC).
   3.2 FTE county extension agents (CES).
   0.8 county administrator (CES/KARC).

9. What are the basic responsibilities of each position? Which individuals are cross-trained and in what areas?
Secretarial/clerical positions are responsible for completion and submission of fiscal, personnel, travel and correspondence.

The farm manager is responsible for management of manpower (agricultural technicians) and machinery for conducting research projects (plot allocations) and programs at KARC. He is cross-trained to function as an agricultural technician to operate various types of farm equipment to assist his agricultural technicians.

The agricultural technicians are responsible for maintenance of equipment, grounds, and the plot allocations of the KARC. They are cross-trained to do multiple farm tasks, including farming, operation of various farm equipment, electrical, welding, plumbing, construction, carpentry, mechanical, irrigation activities.

The three researchers are housed in the county, but responsible/accountable to their respective departments at CTAHR/UHM. They are responsible for their respective research, instruction and extension programs and projects as represented by their plans of work and plot allocations.

The three county extension agents are also housed in their respective departments at CTAHR/UHM and answerable to their department chair, however, the accountability of their daily activities is the responsibility of the county administrator. The agents are responsible to conduct research, instruction and extension programs and projects as represented by their plans of work and plot allocations. They are cross trained in animal science, horticulture, entomology, plant pathology, biology, botany, and genetics.

The county administrator is responsible for the daily activities of personnel and the budget for KARC and CES. He is cross-trained as an extension agent and researcher.

10. What technologies are available to the unit? Are there technological improvements that could be made to save on labor, or to improve the product/service offered? How does the unit get technological support?

The Kauai unit is connected with CTAHR’s Information and Technology Services (ITS), which provides high speed internet service to CES and KARC.

Polycom video conferencing at CES through ITS.

Products/services from CTAHR to stakeholders could be improved in the following ways:
- Updated CTAHR website.
- Availability of CTAHR generated products to urban/rural stakeholders on a statewide basis, based on a business rather than research model.
- Wider use of polycom video conferencing.
- A more cohesive statewide Master Gardener program.

11. How is the unit’s success reviewed? By whom? How often?
The unit’s success of the professional personnel, researchers and extension agents, is measured and reviewed by the annual narrative reports of respective faculty’s Plans of Work by the Department Chairs and Associate Deans of Research and Extension. These reports measure output and outcomes, plot allocation progress, research, publication, activities and grants.

The agricultural technicians are reviewed annually by the farm manager.

The farm manager and secretarial/clerk positions are reviewed annually by the county administrator.

The county administrator is reviewed annually by the Dean of CTAHR.

12. What data or evidence does the unit have that reflects on its performance?

- Number of clientele/stakeholders served, indirectly and directly.
- Number of plot allocations.
- Number of publications, journal articles.
- Short, medium and long-term output and outcomes.
- Number of adopted practices/projects/programs by stakeholders.

13. Do our peers have a similar unit: How do they differ?

Our immediate peers are other CES & research units in the other state counties (Oahu, Maui, Big Island). They have the same programs, goals and functions, albeit tailored to specific stakeholder needs, which vary from county to county.

Other peers are CES and university research stations, nationwide, with Land Grant status. Their main differences are geography, with accompanying demographic and commodity priorities, as well as funding support, namely, supported by local (county/municipal) taxes.

14. What opportunities exist for greater collaboration and team approaches in the delivery of services?

Different counties, being similar units, have similar crop and community related issues. In the past, the state specialists were responsible for providing venues and opportunities for collaboration between agents (A), specialists (S), and researchers (R) to network, learn from each other in addressing stakeholder problems and priorities. This created common bonds and relationships between A/S/R faculty, fostering more collaboration, and creating a mentoring program for younger faculty, and in turn, for older faculty to learn new techniques and technologies from younger faculty. A small number of S faculty still cultivates this relationship and opportunity for greater collaboration, but in order to become a system, incentives are required to acknowledge and reward such actions.

While we focus on bringing information, practices and products to the community, there is a great demand for “goods and products.” These goods and products are the fruits of labor of CTAHR and the university, and tangible PR tools for the university. CTAHR should have a collaborative “store” of products (a “CTAHR Marketplace”) to make our developments available to the community. It is something stakeholders desire (CTAHR developed products), and something (PR and funds) which we need in order to continue our programs.

15. Are there efficiencies that could be gained by consolidating with a similar entity? Have such opportunities been explored before? If so, what was the outcome?
There are efficiencies in manpower, facilities and land which could be gained by consolidating with similar entities/units – in this case, by consolidating different experiment stations, intra and/or inter state. However, different entities/units offer specific geographical and environmental conditions to conduct research for respective stakeholders and commodities.

Opportunities to consolidate experiment stations were explored a number of times, with and without stakeholder input, but to date such consolidation has not been justified.

The idea of consolidating and moving CES and KARC to the Kauai Community College site in Lihue has been discussed for the past 29 years. There are advantages and disadvantages, but to date, the disadvantages have prevailed, and currently, the budgetary situation for such consolidation and relocation is prohibitive. Also at issue is the loss of identity of CTAHR, should it be absorbed into the Community College System.

16. What strategies could result in better efficiencies in the unit?

S faculty need to be rewarded for activities which foster collaboration between them, A and R faculty, predicated on the needs and application of and to the stakeholders. If our research and development does not serve the needs of stakeholders, then we are not efficient and effective in performing our mission as a Land Grant college.

Streamlining procedures for generating funds for programs, for example, development of a “CTAHR Marketplace.”

Guide for Prioritization

Criteria for New or In Transition
- Establishment of the program was based on demonstrated need and it appears to be meeting the need

Criteria for Growth and Investment in Program
- The program is an integral part of the university mission.

Criteria for Maintenance of Program at Stable Resource Levels
- Demand for the program has been relatively constant; program able to meet objectives.
- The program is an integral part of the university mission.
- Similar services are otherwise unavailable, or inferior.

Criteria for Reorganization, Restructuring, or Merger
- Program could be more efficiently delivered by reorganizing delivery in new ways