



United States
Department of
Agriculture

Research,
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Economics



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AGRICULTURAL RESEARCH SERVICE
NATIONAL INSTITUTE OF FOOD AND AGRICULTURE
ECONOMIC RESEARCH SERVICE
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NAREEE R&A

Tying into

REE Strategic Planning and Evaluation

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Chief Scientist

Under Secretary for Research, Education, and Economics

NAREEE Board Meeting

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OUTLINE

Strategic Planning is Important
REE's History of Strategic Planning
The Critical Role NAREEE R&A Plays
Our Questions for You!



Strategic Planning and Program Evaluation is Important

Why do we need it?

- **Agility**
 - Change can come in many forms (budget, priorities; customer needs, regulation, etc.)
 - Helps an organization continually moving forward
- **Motivation**
 - Provides a goal, purpose and desired outcome
 - Employees are able to prioritize and focus on their work
 - Develop a sense of urgency and create unity of action
- **Achievement**
 - Sets benchmarks and helps you assess progress toward goal and vision
 - Informs decisionmaking about resource allocation, prioritization and focus

NAREEE Board is a key partner in USDA strategic planning

“ Failure to Plan is a Plan to Fail”
(Ben Franklin)

REE's History with Strategic Planning

- 2008: Office of the Chief Scientist (OCS) established in accordance with the Food, Conservation, and Energy Act
 - to provide strategic coordination of the science that informs the Department's and the Federal government's decisions, policies and regulations related to U.S. food and agriculture and related landscapes and communities.
- 2008: Farm Bill mandated development of a strategic roadmap
- 2010: Roadmap released
- 2011: GAO calls for more detailed planning for directing agricultural research
- 2011-12: met with stakeholders and developed Action Plan
- 2014-2016: updated Action Plan
 - developed SOPs for structured Goal Teams
 - coordinated research activity reviews
 - Integrated NARAEAB R&A input into strategic planning process

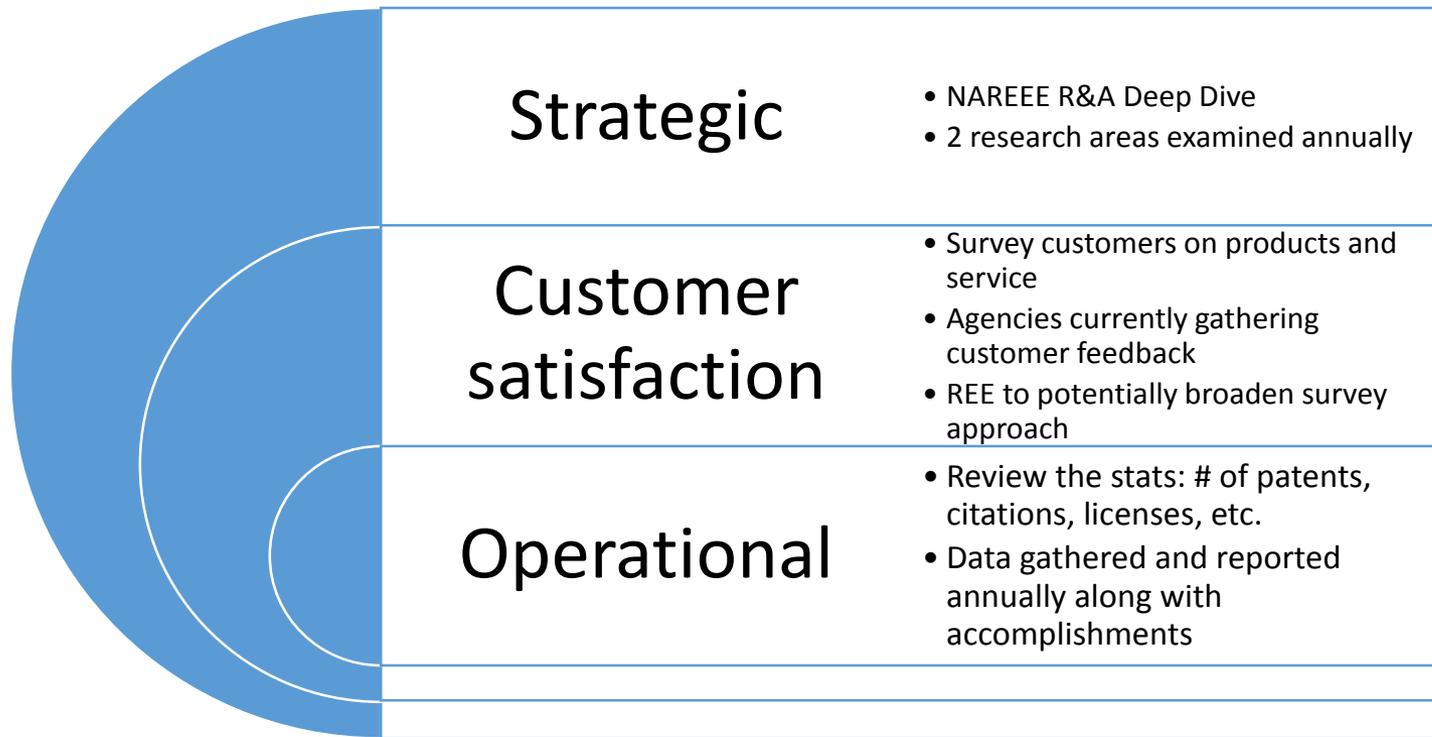




Strategic Planning Underpinnings

- NAREEEAB statutory authority: to contribute to effective federal agricultural research, education and economics programs through broad stakeholder feedback and sound science in its ongoing role as advisor to the Secretary of Agriculture
- 2014 Farm Bill requirement: annual report to Congress to evaluate agriculture research activity across the enterprise and to assess potential for duplication (OCS)
- USDA Office of Inspector General: calls for priority setting through the REE Action Plan, internal coordination & collaboration (and established/documented processes)

REE Approach to Strategic Planning: Three Pillars



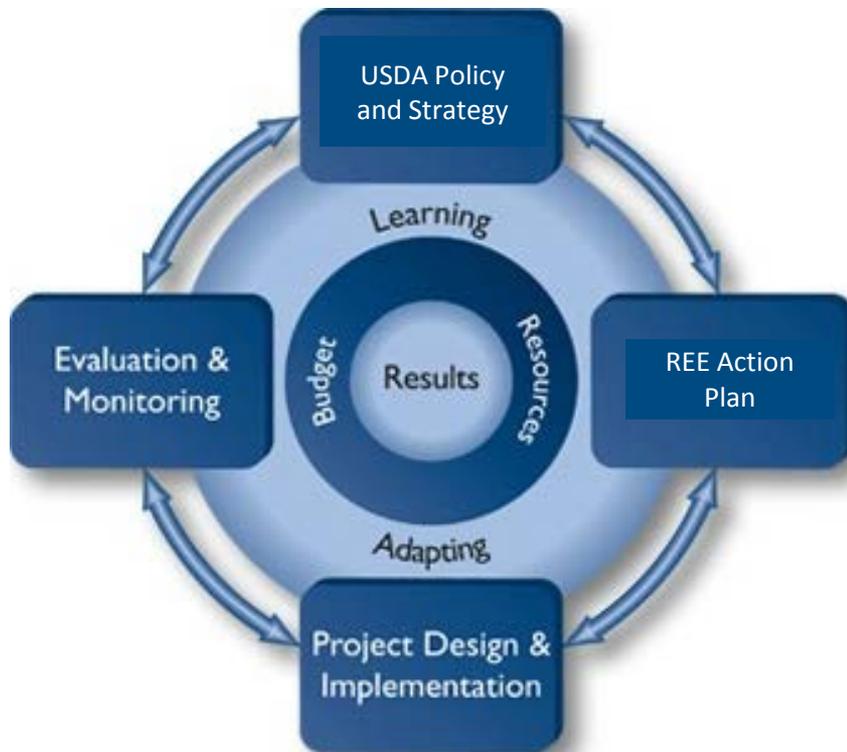


The Critical Role NAREEE R&A Plays

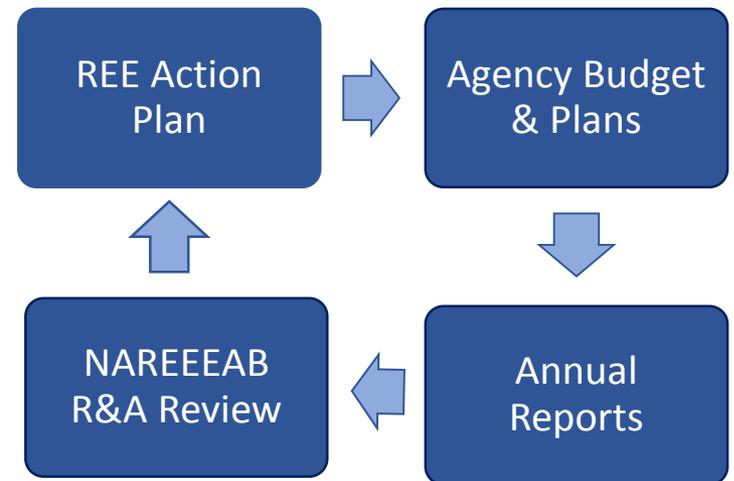
| Performance Review Pillar | INPUTS | Performance Products Produced |
|---------------------------|--|--|
| Strategic | NAREEE R&A Review 5 year cycle – 2 topics/year | *R&A Report *Quarterly Strategic Report meeting with DepSec |
| Customer Satisfaction | Customer Survey – 3 year cycle | *Customer survey scores and analysis – add questions raised by R&A report |
| Operational | Patents, Citations, Grants, etc– annual | *Annual Progress Reports *Integration of R&A recommendations |

Reviewing Performance Results (within each of the three pillars) Supports a Continuous Learning Environment

USDA-REE Strategic Learning Environment



NAREEE Board Participation in REE Strategic Planning and Program Evaluation Cycle





How Can the NAREEEAB Contribute More?

- Identify potential for measurable targets and outcomes
- Best practices for identifying and tracking successes and impacts, short/long term
- Sharing successes
- Advise on other techniques to assess R&D/statistical organizations



Examples of REE Performance Measurement – ARS, Human Nutrition

Performance Measure

- 4.1.1 Monitor nutrient composition of food supply and consumption by Americans while conducting research on life stage nutrition and metabolism. Strengthen the scientific basis for dietary guidance for health promotion and disease prevention and develop strategies for prevention of obesity and related diseases.

Indicator 1: *During 2015, ARS will survey, release data on, and analyze national food consumption patterns of Americans.*

FY 2015 Accomplishments:

1. ARS-funded researchers in Boston, MA, examined the variability of portion sizes in popular food items in three U.S. fast-food restaurants over the past 18 years and found that most items decreased in energy content, but many increased. Sodium showed a similar pattern but absolute differences were modest. In 2013, the energy content of a large-sized “meal” (cheeseburger, French fries, and regular cola) represented 65 to 80 percent of a 2,000-calorie-per-day diet, as well as a significant portion of recommended sodium intake.

Impact: These findings suggest that efforts to promote reductions in energy, sodium, saturated fat, and trans fat intakes need to be shifted from emphasizing portion size to emphasizing additional factors such as total calories, frequency of eating, number of items ordered, menu choices, and energy-containing beverages.



Examples of REE Performance Measurement – NIFA, Science: Catalyze exemplary and relevant research, education, and extension programs

SUB-GOAL 1.1:

Advance our nation’s ability to fight hunger and ensure global food security.

| MEASURE | BASELINE 2014 | TARGET 2018 | 2011 | 2012 | 2013 |
|---|------------------|----------------|--------|--------|--------|
| MEASURE 1.1.1: Number of farmers and ranchers that gained an economic, environmental or quality-of-life benefit from a change in practice learned by participating in a Sustainable Agriculture Research and Education (SARE) project. | 15,500 | 16,760 | 12,800 | 13,905 | 14,775 |
| MEASURE 1.1.2: Number of documented databases for data storage and analyses to enable higher throughput of various plant and animal “omics” data (e.g., genomics, epigenomics) | 33 | 33 | 30 | 32 | 33 |



Agencies Strategies Cascade from USDA & REE Strategy

| NIFA STRATEGIC GOALS | USDA GOAL | REE GOAL |
|---|---------------|---------------------|
| GOAL 1: SCIENCE Catalyze exemplary and relevant research, education and extension programs | 1, 2, 3, 4, 5 | 1, 2, 3, 4, 5, 6, 7 |
| SUB-GOAL 1.1: Advance our Nation’s ability to achieve global food security and fight hunger. | 1, 3 | 1A, 1B, 1C |
| SUB-GOAL 1.2: Advance the development and delivery of science for agricultural, forest, and range systems adapted to climate variability and to mitigate climate impacts. | 1, 2 | 2A |
| SUB-GOAL 1.3: Optimize the production of goods and services from working lands while protecting the Nation’s natural resource base and environment. | 1, 2, 3 | 2A, 3A, 3B |
| SUB-GOAL 1.4: Contribute to U.S. energy independence and enhance other agricultural systems through the development of regional systems for the sustainable production of optimal biomass (forests and crops) for the production of bioenergy and value-added bio-based industrial products. | 1 | 2B |
| SUB-GOAL 1.5: Combat childhood obesity by ensuring the availability of affordable, nutritious food and providing individuals and families science-based nutritional guidance. | 4 | 4, 6 |
| SUB-GOAL 1.6: Reduce the incidence of food-borne illness and provide a safer food supply. | 3, 4 | 5 |
| SUB-GOAL 1.7: Ensure the development of human capital, communities, and a diverse workforce through research, education, extension and engagement programs in food and agricultural sciences to support a sustainable agriculture system. | 5 | 6, 7 |