



# **MEMBER HANDBOOK**

*A Reference and Guide for C-FAR Members*



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# Illinois Council on Food and Agricultural Research

## Mission

The mission of the Illinois Council on Food and Agricultural Research (C-FAR) is to advance profitable, consumer-sensitive, and environmentally sound food, agricultural and related systems by securing funding for relevant research and outreach and fostering public participation in program guidance.

## The C-FAR Partnership

C-FAR is a unique organization in that it brings together the State of Illinois, industry stakeholders, universities, and related research entities working toward the same goal: enhancing research that will benefit Illinois' food and agricultural systems and consumers. The commitment and contribution by *every* C-FAR partner is vital to maximize C-FAR's impact and strengthen Illinois' position as a national and global industry leader.

Partners include:



# Illinois Council on Food and Agricultural Research

## A Historical Perspective

C-FAR was established to address Illinois' critical need for increased food and agricultural research funding. Illinois has long been a national leader in the production of corn, soybeans, and livestock, but state funding for research in these areas had declined: In 1972, Illinois ranked 13<sup>th</sup> in state funding for its Agricultural Experiment Station, but by fiscal year 1995, its rank had slipped to 26<sup>th</sup>. Concern over decreased funding led the University of Illinois Agricultural Alumni Association to establish an advocacy group focused on restoring the Illinois Agricultural Experiment Station to among the top 10 in state funding. Thus, with the partnering of many industry and consumer organizations, the C-FAR organization was born on December 27, 1993.



Early C-FAR logo



Current C-FAR logo

To be an effective food and agricultural research advocacy group, it was important that C-FAR represent the full range of food and agricultural organizations. On the other hand, gaining credibility with legislators and other officials required that C-FAR be independent of institutions likely to receive appropriated funds. One of C-FAR's guiding principles has been facilitating the meaningful involvement of its members in priority setting, funding, and accountability. While individual stakeholder organizations represented a wide range of special interests, had their own political agendas, and disagreed about many things, they agreed on the need for sound, research-based information to inform the various debates and decisions in a very complex food and agricultural world. C-FAR provided the mechanism for these diverse groups to work together for a common cause and carry a unified message: a sound food and agricultural research program is necessary to support the growth and advancement of our state's largest industry.

Today, C-FAR has grown to include approximately 60 organizational members, 40 affiliate members, and 130 individual members. It has a clear mission: to increase state funding for food and agricultural research and to foster public confidence through meaningful stakeholder participation in research priority setting, funding, and accountability. The organization includes several groups that likely never occupied the same room before C-FAR participation drew them together.

C-FAR is about relationships. This organization has built a strong and communicative relationship between food and agricultural research institutions, State of Illinois officials and stakeholders in Illinois. C-FAR is also about expectations – a focus on practical outcomes provide for high-impact research that benefits Illinois food and agricultural systems and consumers. One of C-FAR's greatest strengths is its ability to engage C-FAR members, research partners, and supporters to achieve extraordinary levels of communication, coordination, and integration with other institutions, agencies, organizations, firms, and individuals.

# Illinois Council on Food and Agricultural Research

With an initial funding of \$3 million in FY96, the C-FAR appropriation was intentionally increased annually by the State of Illinois to reach \$15 million in fiscal years 2000 to 2002. Due to state budget challenges, the appropriation was subsequently reduced with the FY08 appropriation being set at \$4.5 million. While recent appropriation reductions have had an impact on Illinois' food and agricultural research programs, these programs remain highly viable and C-FAR members and associated colleagues look forward to working with elected state officials to rebuild these research programs. The future of Illinois' largest industry is linked to our state's dedication and commitment to food and agricultural research.

*Includes excerpts from "Advocating Food and Agriculture Research: The C-FAR Experience" remarks by Dr. Don Holt, former Senior Associate Dean, College of Agricultural, Consumer and Environmental Sciences, University of Illinois at Urbana-Champaign, June 1999.*



# Illinois Council on Food and Agricultural Research

## Frequently Asked Questions

**Q:** *Is C-FAR a branch of the State of Illinois government?*

**A:** C-FAR is not a branch of government. It is a 501(c)5 not-for-profit corporation registered in the State of Illinois. Like most not-for-profit associations, it has various membership categories, a board of directors elected by the membership, and committees. While C-FAR is not a branch of government, it works closely and cooperatively with the Governor and Governor's staff, the Illinois General Assembly, the Illinois Department of Agriculture and other state agencies on a myriad of food, agricultural and related research initiatives.

**Q:** *Is there legislation that addresses the C-FAR appropriation directly?*

**A:** Yes, the Food and Agriculture Research Act was passed by the Illinois General Assembly and was signed into law, effective July 1995. The act addresses the need for increased investment in food and agricultural research and outlines how funds can be invested. It specifically names C-FAR as the entity that, in conjunction with Illinois' four public universities with food and agricultural research programs, shall "develop and prioritize an appropriate research agenda for the State system." *See pages 41-45 for the complete Act.*

**Q:** *Have there been any changes to this act since it was originally passed?*

**A:** No. There have been no changes to the original legislation, but there has been an amendment to the original legislation. Effective January 1, 1998, the Illinois General Assembly passed an amendment to provide for membership expenses. The amendment allows for 1% of the C-FAR appropriation to offset the cost C-FAR members incur while performing their duties. In addition to the direct reimbursement of expenses incurred, funds are utilized for membership-related expenses (i.e., meetings, communication).

**Q:** *In addition to the legislation, does C-FAR have bylaws?*

**A:** Yes. The legislation addresses the State of Illinois' public investment while the bylaws address the C-FAR organization itself. As noted previously, C-FAR is a member-driven organization; like any such organization, it is guided by a set of bylaws. *See pages 46-53.*

**Q:** *Does the C-FAR appropriation get sent to the C-FAR office for distribution as the membership directs?*

**A:** No. In accordance with the Food and Agriculture Research Act, funds are directed to the four public universities in Illinois that have food and agricultural research programs. Additional research entities may receive funding, but funds first flow to the universities to ensure central accountability. These funds are administered at the state level by the Illinois Department of Agriculture. While C-FAR has various administrative responsibilities, research funds do not flow to C-FAR directly.

## Illinois Council on Food and Agricultural Research

**Q:** *So, there is the State appropriation for research and a separate account for C-FAR membership dues?*

**A:** Yes. The two sets of funds are *completely* separate and serve very different purposes. The State appropriation is for research and related support, and is accounted for through university financial systems. C-FAR, the association, maintains bank accounts to receive membership dues. While these funds are relatively small (roughly \$25,000 per year), they are critically important. A significant amount of these membership funds is utilized for legislative purposes. C-FAR contracts with a legislative consulting firm to represent its interests within State government. Giffin, Winning, Cohen & Bodewes, P.C. is C-FAR's legislative consultant. Membership-account budgets are presented to the membership annually for approval.

**Q:** *There is a C-FAR office and staff. How are these expenses handled?*

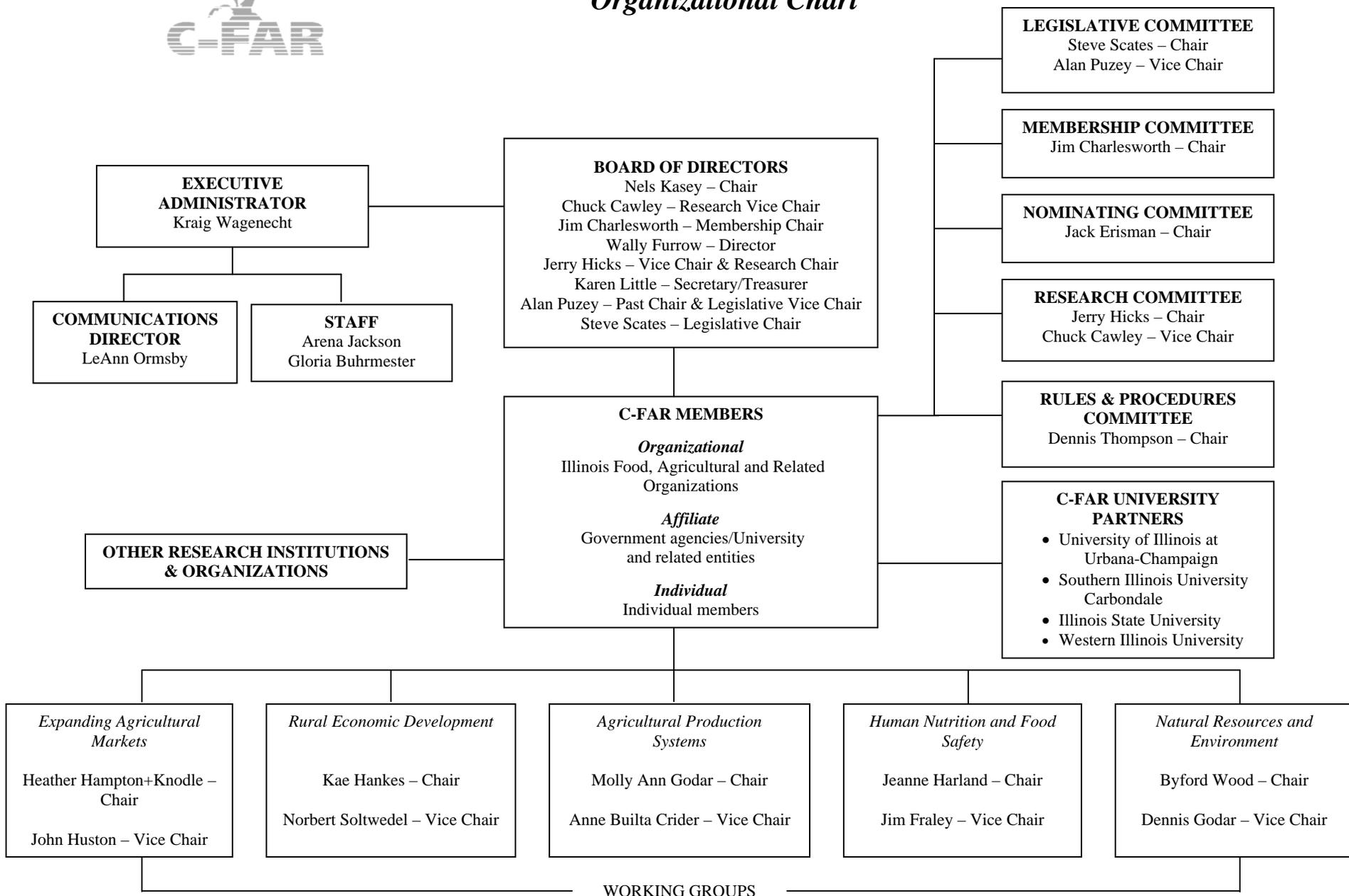
**A:** C-FAR office expenses are accommodated through the annual state C-FAR appropriation. The C-FAR office and staff are hosted on the University of Illinois at Urbana-Champaign campus, but the operations are independent of the university. The C-FAR executive administrator reports to the C-FAR board of directors.





# Illinois Council on Food and Agricultural Research

## *Organizational Chart*



# Organization and Leadership

## C-FAR Board of Directors

A volunteer seven-person board of directors is elected by the C-FAR membership. In addition, the past chair serves on the board in an *ex-officio* capacity for one year if not a standing member of the Board. Directors serve a two-year term and may serve a maximum of three terms. The Board members elect officers and appoint chairs after they are seated following each annual meeting.



Nels Kasey  
*Chairman of the Board*  
Paris



Jerry Hicks  
*Vice Chairman/Research Chair*  
Springfield



Karen Little  
*Secretary/Treasurer*  
Pleasant Plains



Jim Charlesworth  
*Membership Chair*  
Bloomington



Chuck Cawley  
*Research Vice Chair*  
Rochelle



Wally Furrow  
*Director*  
El Paso



Alan Puzey  
*Past Chairman/Legislative Vice Chair*  
Fairmount



Steve Scates  
*Legislative Chair*  
Shawneetown

# Organization and Leadership

## C-FAR Staff

C-FAR's administrative office is located on the University of Illinois at Urbana-Champaign campus, but its staff operates independently of the University of Illinois. The staff is led by an executive administrator who reports directly to the organization's board of directors. C-FAR staff manage the organization's day-to-day operations.



Kraig A. Wagenecht  
*Executive Administrator*



LeAnn M. Ormsby  
*Communications Director*



Arena Jackson  
*Office Support Specialist*



Gloria Buhrmester  
*Office Support Associate*

## Working Group Chairs and Vice Chairs

Five C-FAR working groups function to address research needs and opportunities in specific research focus areas identified by the C-FAR membership. These working groups are critical to C-FAR's successful operation and serve as the organization's backbone. Each working group biennially elects a volunteer chair and a vice chair to lead its efforts. Working group chairs and vice chairs may serve a maximum of two terms.

# Organization and Leadership

## Working Group Chairs and Vice Chairs (continued)

### Expanding Agricultural Markets



Heather Hampton+Knodle  
*Chair*  
Fillmore



John Huston  
*Vice Chair*  
Chicago



Kae Hanks  
*Chair*  
Galesburg



Norbert Soltwedel  
*Vice Chair*  
Shumway

### Agricultural Production Systems



Molly Ann Godar  
*Chair*  
Rochester



Anne Builta Crider  
*Vice Chair*  
Arrowsmith



Jeanne Harland  
*Chair*  
Lafayette



Jim Fraley  
*Vice Chair*  
Bloomington

### Human Nutrition and Food Safety

### Natural Resources and Environment



Byford Wood  
*Chair*  
Breese



Dennis Godar  
*Vice Chair*  
Rochester

# Organization and Leadership

## University Leaders

A significant portion of C-FAR research is conducted by the four Illinois universities named in the Food and Agriculture Research Act: the University of Illinois at Urbana-Champaign, Southern Illinois University Carbondale, Illinois State University, and Western Illinois University. Leaders from each university counsel C-FAR members on a wide range of scientific aspects of C-FAR's research portfolio and administer their respective C-FAR research programs.

### **University of Illinois at Urbana-Champaign** **College of Agricultural, Consumer and Environmental Sciences**



Robert A. Easter  
*Dean*



Jozef L. Kokini  
*Associate Dean for Research*



George C. Fahey, Jr.  
*Assistant Dean, Research  
Leadership – C-FAR*

### **Southern Illinois University Carbondale** **College of Agricultural Sciences**



Gary L. Minish  
*Dean*



John S. Russin  
*Associate Dean for Research and  
Personnel Administration*

# Organization and Leadership

## Illinois State University Department of Agriculture



Robert L. Rhykerd  
*Interim Chair*

## Western Illinois University Department of Agriculture



William C. Bailey  
*Chair*



**ILLINOIS**  
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

**ILLINOIS STATE  
UNIVERSITY**



**Southern**  
Illinois University  
Carbondale



**WESTERN  
ILLINOIS  
UNIVERSITY**

C-FAR-funded research is also carried out at other nonprofit research entities throughout Illinois, as well as by researchers outside of the state when their expertise is not available in Illinois and is required to solve complex issues or attain the greatest possible impact for Illinois.

# Organization and Leadership

## Member Eligibility and Representatives to C-FAR

C-FAR, like any association, is a membership-based organization. The C-FAR membership draws upon a myriad of professional expertise from both the public and private sectors. The C-FAR membership year is the calendar year, January 1 – December 31.

### Organizational Members

**Eligibility:** Open to non-profit organizations that have at least 50 members. Members in this category represent varied food, agriculture and agribusiness interests, and include commodity associations, consumer, sustainable agriculture, green industry, and environmental groups, and professional organizations. Organizational members have voting privileges. Annual dues: \$250.

**Representatives to C-FAR:** It is recommended that representatives be requested to make at least a 3-year commitment. This length of service, or longer, enables an individual to become familiar with C-FAR and its research programs, enabling the individual's greatest contribution. Organizational member representatives are as follows:

**Contact:** Each C-FAR Organizational member should identify an individual to serve as its *Contact*. Typically, for organizations with staff, a member of this staff serves as the *Contact*. Individuals who serve in this capacity receive various C-FAR membership information, including dues renewal invoices. This individual is also responsible for keeping the C-FAR office apprised of any change(s) in their representatives. The *Contact* is encouraged to promote involvement in C-FAR activities by their members. He or she is encouraged to attend the annual meetings of C-FAR and other business-related meetings of the membership that may be called. The *Contact* may also serve as the *Voting Delegate*, *Communications Contact*, and/or as a *Representative* to one of the five Working Groups.

**Voting Delegate:** Each C-FAR Organizational member should identify an individual who votes on behalf of the organization on membership-wide issues. Only the Voting Delegate of each Organizational member may vote on such membership-wide issues (i.e., bylaw amendments, election of board members, adoption of annual budgets). The *Voting Delegate* shall attend the annual meetings of C-FAR and other business-related meetings of the membership that may be called. The *Voting Delegate* may also serve as the *Contact*, *Communications Contact*, and/or as a *Representative* to one of the five Working Groups.

**Communications Contact:** Each C-FAR Organizational Member should identify an individual to serve as its *Communications Contact*. This individual coordinates efforts with the C-FAR Communications Director to keep their organization's membership informed on C-FAR initiatives and research activities. The *Communications Contact* may also serve as the *Contact*, *Voting Delegate*, and/or as a *Representative* to one of the five Working Groups.

# Organization and Leadership

## Organizational Members (continued)

**Representatives to the Five Working Groups (WGs):** Each C-FAR Organizational Member may identify an individual to serve on each of the five WGs. While naming a representative to each WG is not required, representation within each area of research is encouraged to ensure full membership benefit and input into C-FAR research. The five research focus areas, which share the same name and correspond with a specific WG, are outlined on pages 25-31.

*It is extremely important to note that Organizational member representatives to WGs are not expected to have a research expertise.* These representatives serve a vital role in providing a firsthand professional perspective on the needs of research and identifying research proposals for funding.

## Affiliate Members

**Eligibility:** Open to a state or federal government agency, a university or unit thereof, or another entity similarly related to the C-FAR mission. Affiliate members are encouraged to participate in C-FAR activities; however, they do not have voting privileges. Affiliate dues: \$100.

**Representatives to C-FAR:** It is recommended that representatives be requested to make at least a 3-year commitment. This length of service, or longer, enables an individual to become familiar with C-FAR and its research programs, enabling the individual's greatest contribution. Affiliate member representatives are as follows:

**Contact:** Each C-FAR Affiliate member should identify an individual to serve as its *Contact*. Individuals who serve in this capacity receive various C-FAR membership information, including dues renewal invoices. This individual is also responsible for keeping the C-FAR office apprised of any change(s) in their representatives. The *Contact* is encouraged to promote involvement in C-FAR activities by their colleagues. He or she is encouraged to attend the annual meetings of C-FAR and other business-related meetings of the membership that may be called. The *Contact* may also serve as a *Representative* to one of the five Working Groups.

**Representatives to the Five Working Groups (WGs):** Each C-FAR Affiliate member may identify an individual to serve on each of the five WGs. While designating a representative to each WG is optional, it is an opportunity to formally engage associates as deemed appropriate. The five research focus areas, which share the same name and correspond with a specific WG, are outlined on pages 25-31.

## Individual Members

**Eligibility:** Open to anyone who wishes to be involved with C-FAR and support the food, agriculture and related sectors. Individual members are encouraged to participate in C-FAR activities; however, they do not have voting privileges. Annual dues: \$50.

**Representative to a Working Group (WG):** Individual members not already serving as an Organizational or Affiliate member representative to a WG may select one of the five WGs in which to participate.

# Organization and Leadership

## Organizational Members \*

- Association of Illinois Soil and Water Conservation Districts
- Audubon Council of Illinois
- Champaign County Farm Bureau
- Dairy Management Inc.
- DeKalb County Farm Bureau
- DuPage County Farm Bureau
- GROWMARK
- Horseradish Growers of Illinois
- Illinois Agri-Women
- Illinois Association of Drainage Districts
- Illinois Association of Meat Processors
- Illinois Beef Association – Checkoff Division
- Illinois Beef Association – Dues Division
- Illinois Cooperative Council
- Illinois Corn Growers Association
- Illinois Corn Marketing Board
- Illinois Dietetic Association
- Illinois Farm Bureau
- Illinois Farm Business Farm Management Association
- Illinois Farm Credit Services
- Illinois Fertilizer and Chemical Association, Inc.
- Illinois Forage and Grassland Council
- Illinois Grape Growers & Vintners Association
- Illinois Lamb and Wool Producers, Inc.
- Illinois Landscape Contractors Association
- Illinois Milk Producers Association
- Illinois Pork Producers Association
- Illinois Pork Producers Association, Checkoff Division
- Illinois Restaurant Association
- Illinois Seed Trade Association
- Illinois Society of Professional Farm Managers & Rural Appraisers
- Illinois Soil Testing Association
- Illinois Soybean Association
- Illinois Specialty Growers Association
- Illinois State Grange
- Illinois State Horticultural Society
- Illinois State University Agriculture Alumni Association
- Illinois State Veterinary Medical Association
- Illinois Stewardship Alliance
- Illinois Turfgrass Foundation
- Illinois Wheat Association
- Institute of Food Technologists, Chicago Section
- Kane County Farm Bureau
- Kankakee County Farm Bureau
- Knox County Farm Bureau
- Madison County Farm Bureau
- Mason County Farm Bureau
- Mercer County Farm Bureau
- Midwest Association of Golf Course Superintendents, Inc.
- Midwest Dairy Association
- Ogle County Farm Bureau
- Orr Agricultural Research Center
- Pike County Farm Bureau
- Scott County Farm Bureau
- Southern Illinois University College of Agricultural Sciences Alumni Society
- The Chicago Farmers
- University of Illinois at Urbana-Champaign College of Agricultural, Consumer and Environmental Sciences Alumni Association
- University of Illinois at Urbana-Champaign College of Veterinary Medicine Alumni Association
- Warren-Henderson Farm Bureau

# Organization and Leadership

## Affiliate Members \*

- Best Vantage, Inc.
- Environmentally Correct Concepts
- Greene Farm Management Services
- Illinois Crop Improvement Association
- Illinois Department of Commerce and Economic Opportunity
- Illinois Department of Natural Resources
- Illinois Finance Authority
- Illinois Forestry Development Council
- Illinois Institute for Rural Affairs
- Illinois State Geological Survey
- Illinois State University College of Applied Science and Technology
- Illinois State University Department of Agriculture
- Illinois State Water Survey
- Illinois Sustainable Technology Center
- National Center for Food Safety and Technology
- Sangamon County Soil and Water Conservation District
- Southern Illinois University Carbondale College of Agricultural Sciences
- Southern Illinois University Carbondale Department of Agribusiness Economics
- Southern Illinois University Carbondale Department of Animal Science, Food & Nutrition
- Southern Illinois University Carbondale Department of Forestry
- Southern Illinois University Carbondale Department of Plant, Soil and Agricultural Systems
- Southern Illinois University Carbondale Illinois Soybean Center
- The Nature Conservancy in Illinois
- University of Illinois at Urbana-Champaign College of Agricultural, Consumer and Environmental Sciences
- University of Illinois at Urbana-Champaign College of Veterinary Medicine
- University of Illinois at Urbana-Champaign Department of Agricultural and Biological Engineering
- University of Illinois at Urbana-Champaign Department of Agricultural and Consumer Economics
- University of Illinois at Urbana-Champaign Department of Animal Sciences
- University of Illinois at Urbana-Champaign Department of Crop Sciences
- University of Illinois at Urbana-Champaign Department of Food Science and Human Nutrition
- University of Illinois at Urbana-Champaign Department of Human and Community Development
- University of Illinois at Urbana-Champaign Department of Natural Resources and Environmental Sciences
- University of Illinois at Urbana-Champaign Department of Pathobiology
- University of Illinois at Urbana-Champaign Department of Veterinary Biosciences
- University of Illinois at Urbana-Champaign Department of Veterinary Clinical Medicine
- Western Illinois University Allison Organic Farm
- Western Illinois University Department of Agriculture
- Western Illinois University Department of Biological Sciences

## Individual Members \*

In addition to all of the representatives from the above Organizational and Affiliate members, there are about 130 Individual members who equally support food, agricultural and related research in Illinois.

\*As of June 2008

# Organization and Leadership

## Committees

### Legislative Committee

The charge of this committee is to (1) monitor all legislative activity, state and federal, which may impact C-FAR or its mission and objectives; (2) develop recommendations for Council or Board approval; and (3) implement and execute plans.

**Chair:** Steve Scates (*C-FAR Board of Directors*)

**Vice Chair:** Alan Puzey (*C-FAR Board of Directors*)

#### Members:

##### Appointed from the Board

Wally Furrow

Jerry Hicks

Karen Little

##### Appointed from the Membership

Constance Locher-Bussard (*Illinois Dietetic Association*)

David Downs (*Illinois Farm Bureau*)

David Erickson (*Individual Member*)

William Whiteside (*Kane County Farm Bureau*)

Herman Bodewes – Giffin, Winning, Cohen & Bodewes, P.C. (*ex-officio*)

### Membership Committee

This committee's responsibilities include obtaining and retaining members, development of consensus measures, and nurturing the support of and engagement in various C-FAR programs.

**Chair:** Jim Charlesworth (*C-FAR Board of Directors*)

#### Members:

Faye Dong (*UIUC Department of Food Science and Human Nutrition*)

Jack Erisman (*Individual Member*)

Terry Ferguson (*Illinois Farm Bureau*)

Roger Huebele (*Illinois Corn Marketing Board*)

Tom Toohill (*SIU College of Agricultural Sciences Alumni Society*)

# Organization and Leadership

## Nominating Committee

A nominating committee is appointed annually by the board chair and approved by the board of directors. The committee is comprised of no fewer than five members (from any class of membership). The board chair appoints the past chair or another qualified individual to chair this committee. This committee is charged with soliciting and receiving nominations for the upcoming year's board of directors, and presenting a slate of candidates to be voted on by the C-FAR membership at the organization's annual meeting.

**Chair:** Jack Erisman (*Individual Member*)

### Members:

Dean Adams (*Illinois Stewardship Alliance*)

Allan Aves (*Illinois Wheat Association*)

Bill Campion (*Illinois Farm Business Farm Management Association*)

Richard Denhart (*Illinois Seed Trade Association*)

Larry Fischer (*SIU College of Agricultural Sciences Alumni Society*)

Charlie Grotevant (*Kankakee County Farm Bureau*)

William McCartney (*Illinois Grape Growers & Vintners Association*)

Bob Swires (*Illinois Society of Professional Farm Managers & Rural Appraisers*)

## Research Committee

The purpose and charge of this committee is to: (1) inquire into and prepare reports on current and planned research in Illinois on food and agriculture; (2) seek recommendations about research needs from (a) research professionals currently conducting food and agricultural research at Illinois universities or elsewhere, (b) interested persons and groups, and (c) the public; (3) identify research beneficiaries; (4) prepare recommendations on research needs, processes, and impacts, and pursue their implementation as authorized; and (5) develop ways to engage public participation in planning and evaluating the processes and impacts of research activities in order to foster public confidence in ongoing food and agricultural research.

The C-FAR Research Committee is comprised of the following:

**Chair:** Appointed by the C-FAR Board of Directors

**Vice Chair:** Appointed by the C-FAR Board of Directors

**Members:**

- Chairs of each of the five WGs (elected by their respective working group)
- Two at-large members from each of the five WGs elected every odd-numbered year by its respective WG voting members, at the Annual Meeting. These individuals serve two-year terms and are not eligible to serve more than two consecutive terms.

# Organization and Leadership

## Research Committee (continued)

- At the discretion of the C-FAR Chairman, up to four additional members may be appointed every even-numbered year by the C-FAR Chairman, with concurrence of the Board of Directors. These individuals serve two-year terms and are not eligible to serve more than two consecutive terms.
- If a vacancy occurs for any of the representatives elected by a WG, the respective WG elects an individual at the next plenary meeting to fulfill the unexpired term. If a vacancy occurs for any of the appointed members, the C-FAR Chairman, with concurrence of the Board of Directors, appoints an individual to fulfill the unexpired term as soon as is reasonable. Any individual so elected or appointed to fulfill an unexpired term serves until their successors have been qualified and the partial term will not be included in the term limitation mentioned above.

### *Ex-Officio Members:*

- Associate Dean for Research – UIUC College of ACES
- Assistant Dean for Research, C-FAR Leadership – UIUC College of ACES
- Associate Dean for Research – SIUC College of Agricultural Sciences
- Chair – ISU Department of Agriculture
- Chair – WIU Department of Agriculture

**Research Chair:** Jerry Hicks (*C-FAR Board of Directors*)

**Research Vice Chair:** Chuck Cawley (*C-FAR Board of Directors*)

### **Members:**

#### ***Chairs of each of the five Working Groups***

Heather Hampton+Knodle (*Expanding Agricultural Markets*)

Kae Hanks (*Rural Economic Development*)

Molly Ann Godar (*Agricultural Production Systems*)

Jeanne Harland (*Human Nutrition and Food Safety*)

Byford Wood (*Natural Resources and Environment*)

#### ***Two at-large members from each of the five Working Groups (elected by the respective WG)***

Expanding Agricultural Markets

Paul Gebhart (*Illinois Stewardship Alliance*)

Richard Showalter (*Mason County Farm Bureau*)

Rural Economic Development

Don Naylor (*Illinois State Horticultural Society*)

Jack Norman (*Individual Member*)

Agricultural Production Systems

Bill Becker (*Illinois Specialty Growers Association*)

Pat Lawfer (*Illinois Agri-Women*)

# Organization and Leadership

## Research Committee (continued)

Human Nutrition and Food Safety

Constance Locher-Bussard (*Illinois Dietetic Association*)

Bill Whiteside (*Kane County Farm Bureau*)

Natural Resources and Environment

Susan Adams (*Illinois Corn Growers Association*)

Bert Princen (*Audubon Council of Illinois*)

***Four at-large members appointed by the Chairman of the Board with Board of Directors concurrence:***

John Huston (*UIUC College of ACES Alumni Association*)

Richard Hull (*Illinois State Veterinary Medical Association*)

John Quandt (*Illinois Fertilizer and Chemical Association*)

Wendell Shauman (*Warren-Henderson Farm Bureau*)

***Ex-officio members:***

Associate Dean for Research – UIUC College of ACES (Dr. Jozef Kokini)

Assistant Dean for Research, C-FAR Leadership – UIUC College of ACES  
(Dr. George Fahey)

Associate Dean for Research – SIUC College of Agricultural Sciences (Dr. John Russin)

Interim Chair – ISU Department of Agriculture (Dr. Robert Rhykerd)

Chair – WIU Department of Agriculture (Dr. William Bailey)

## Rules and Procedures Committee

This committee, in consultation with the other committees, monitors C-FAR processes and develops proposals for improvements as needed.

**Chair:** Dennis Thompson (*Illinois Crop Improvement Association*)

**Members:**

Dennis Bogner (*Illinois Corn Growers Association*)

Maralee Johnson (*Illinois Beef Association, Checkoff Division*)

Dan Kelley (*ISU Agriculture Alumni Association*)

Karen Little (*C-FAR Board of Directors*)

Neal Merchen (*UIUC Department of Animal Sciences*)

Ron Warfield (*Individual Member*)

# Working Groups

## Working Groups

C-FAR is a successful grassroots organization due in large part to the efforts of its working groups. Formed around five specific research focus areas, C-FAR's working groups play a key role in guiding the research portfolio. Their work, in general, includes identifying research needs and opportunities, evaluating External Competitive Grants Program proposals, providing input on Strategic Research Initiatives, and more.

## Representatives

All C-FAR members are strongly encouraged to participate in C-FAR working groups. *Organizational* members are entitled to vote on matters subject to voting and may designate one voting representative for each working group. *Affiliate* members may designate one nonvoting representative for each working group. *Individual* members may participate in one working group as a nonvoting member. While working group representatives don't have a specified term, it is suggested that a person plan to serve on a working group for at least three years if at all possible. This tenure helps ensure some degree of continuity.

*It is extremely important to note that working group participants from the private sector are not expected to have a research expertise.* These individuals serve a vital role in providing a firsthand professional perspective on the needs of research and identifying research proposals for funding. Scientific-based professionals are in attendance at these meetings to assist in interpreting research protocols and terminology.

## General Schedule

Generally, each working group will meet three or four times a year: at C-FAR's annual meeting; once to discuss and prioritize research proposals; once for a day-long meeting to address current research initiatives; and possibly once for a "special" purpose, such as a member retreat. In general, the following meetings/activities can be expected. Additional WG meetings may be scheduled as the need arises.

<b>November</b>	WG representatives receive External Competitive Grants Program pre-proposals for review and evaluation
<b>December/January</b>	A potential All-WG meeting
<b>February</b>	WG meeting held in conjunction with the Annual Meeting
<b>March</b>	WG meeting to review External Program full proposals and prioritize for funding

# Working Groups

## General Schedule (continued)

### NOTES:

1. On occasion, attendance at WG meetings by some member representatives may present a perceived or real conflict of interest. These instances should be recognized and appropriately managed.
2. Some WG matters may be decided by a vote of the WG representatives. Only Organizational member representatives are afforded this responsibility.

## Chairs and Vice Chairs

### Working Group Chair/Vice Chair Eligibility

Each working group elects a chair and vice chair every odd-numbered year to lead its efforts.

Eligibility guidelines and other details for working group chairs and vice chairs are outlined in Article IV, Section 5. Working Groups of the C-FAR Bylaws (*see page 48*).

# Working Groups

## Participation

As working groups provide research priority directions, the *Organizational* member representatives to the WGs are ultimately vested with the authority and responsibility to make these decisions. As they do so, researchers and administrators (who may well be *Affiliate* and *Individual* members of C-FAR) will be the resource for research expertise. It has been, and will continue to be, important for the industry representatives to identify priority research. Their effectiveness in doing so will rest heavily upon the research community providing their expertise, identifying the pros and cons, and outlining the feasibility and likelihood of this work generating practical outcomes.

Researchers funded through C-FAR hear one thing repeated many times – practical and tangible research outcomes are paramount. In this regard, working group participants are partners with the research community and are engaged in the following activities in varying degrees:

- Ensure that the merit of research is appropriately evaluated and that problems to be solved or opportunities to be seized are of high priority.
- Ensure that science is of high quality and will result in significant accomplishments.
- Ensure that projects complement and supplement other research in Illinois and elsewhere.
- Ensure that accomplishments of research clearly suggest next steps (i.e., additional research needed, adaptation and commercialization, modification of research objectives, termination of project).
- Ensure that potential commercialization partners are identified.
- Ensure that research results have been interpreted for lay audiences.
- Ensure that limitations in research capacity (physical, financial, or personnel resources) have been identified.
- Ensure clear focus of C-FAR research objectives and provide appropriate guidelines for internal, external, and SRI projects.

# Working Groups

## Working by Consensus

Working groups generally operate by consensus, a group decision-making process. The consensus method focuses on gathering and synthesizing all participants' input and ideas to arrive at a final decision that is acceptable to everyone. Decision making by consensus does not necessarily result in a decision everyone involved believes is best or even workable. Instead, using this process ensures that, in coming to the decision, each participant felt that her or his position on the matter was understood and given a proper hearing. Reaching decisions through consensus not only helps to achieve better solutions but also promotes the growth of community and trust.

The consensus method of decision making highlights one of C-FAR's greatest strengths: its emphasis on fully engaging all members in discussions surrounding key decisions. Even when a group is committed to consensus, it may utilize other forms of decision making (i.e., compromise, majority rules) when appropriate. In some cases, C-FAR decisions are best accomplished by a vote. While input is sought from *all* C-FAR members, Organizational members are responsible for making final decisions. If a decision is to be made by vote rather than consensus, Organizational member representatives are the only working group participants afforded this responsibility.

## Responsibilities

C-FAR members volunteer many hours to ensure the success of the organization and the growth and advancement of Illinois food and agricultural systems through a strong and vital research program. Thanks to member involvement, C-FAR has effectively opened the lines of communication among industry leaders, consumers, government officials, and researchers in an unprecedented manner. In order for C-FAR to operate most effectively, working group participants are encouraged to

- Attend all working group meetings and meetings of the membership
- Be prepared if advance information is provided
- Be engaged in these meetings – member input is important
- Provide firsthand perspectives of respective areas of expertise
- Understand that C-FAR's objective is the advancement of all of Illinois' food, agricultural and related sectors and consumers as a whole
- Be respectful, courteous, and understanding of various points of view
- Understand that if an idea is not widely supported, the group should move on
- If a member of the research community, remember that the most important contribution is being a scientific resource – not lobbying for research that aligns with one's own research program

The united commitment by C-FAR members to ensuring that Illinois has a sound food and agricultural research program will continue to underpin our state's number one industry for a strong and fruitful future.

# Research Focus Areas

## Research Focus Areas

At the C-FAR All-Working Group Meeting and Annual Meeting held in January and February 2006, research priorities were re-established for C-FAR's five research focus areas: expanding agricultural markets, rural economic development, agricultural production systems, human nutrition and food safety, and natural resources and environment. A description of each research focus area, including the objectives and subobjectives, follows.

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Researchers are strongly encouraged to review this document in its entirety. Emphasis should be placed on subobjectives.

Subobjectives are not listed in prioritized order.

In many cases, specific priorities are provided under the subobjectives. Additional research proposals on related topics are welcome.

Researchers are encouraged to clearly communicate the likely and actual impacts of the research being proposed. Measures of impact are valuable and encouraged.

Researchers are encouraged to develop a dissemination plan to convey information and findings to the end users of the proposed research.



# Research Focus Areas

## Expanding Agricultural Markets

*Objective: Enhance the Illinois food and agricultural industry's profitability by identifying consumer demand, developing marketing expertise, developing new technologies, and advancing existing technologies to retain and to expand markets for agricultural products.*

### Subobjectives

#### A. *Develop and expand agricultural markets*

- Understand consumer preferences (industry and end consumer)
- Identify emerging and potential markets, including niche markets, and marketing channels for existing, enhanced and new products
- Explore foreign, domestic and branded opportunities
- Enhance value, quality and safety of Illinois agricultural products
- Evaluate trade and policy implications (domestic and international, including foreign animal disease economic impacts)
- Identify export opportunities of Illinois agriculture products
- Identify profitable models or marketing systems for livestock and crops

#### B. *Develop new products and services*

- Expand and improve renewable energy production using range of agricultural products (ex. corn, livestock manure, soybean, switchgrass, trees)
- Reformulate and redesign existing engines to better use renewable fuels
- Fiber production and processing, and biomass materials
- Alternative and specialty agricultural products
- Evaluate feasibility of small-scale processing and manufacturing of specialty and health-based products
- Investigate opportunities to incorporate nanotechnology into Illinois food and agricultural sectors
- Use renewable fuels to produce anhydrous ammonia

#### C. *Develop uses for by-products*

- Ethanol production
  - Dried distillers grain utilization
  - Carbon dioxide
- Biodiesel production
- Other value-enhanced by-products
- Livestock by-product utilization
  - Manure management
  - Rendering
  - Composting
- Explore clustering and coordination of grain and livestock production

# Research Focus Areas

## Rural Economic Development

*Objective: Identify, examine, and develop enterprises and practices that support economic vitality for healthy rural and urban communities.*

### Subobjectives

- A. *Identify strategies and development opportunities to support the economic vitality of rural communities, including their successful co-existence with urban areas*
  - Identify siting strategies for intensive agricultural facilities, rural manufacturing plants, rural subdivisions, and preservation areas
  - Identify recreational and tourism opportunities and evaluate their socioeconomic benefits
  - Identify development of coal resources that protect the environment while expanding rewards to landowners
  - Measure the economic benefits derived from locating various value-added agricultural processing plants in an area
  - Identify opportunities for business incubator sites and programs and suggest entrepreneurial activities for these sites
  - Research barriers to such forms of market access as direct farmer marketing
  - Identify and evaluate opportunities for cooperation among small farmers to reduce costs and capitalize on individual economic advantages for the group
- B. *Examine economic components, governmental policies and regulations and other factors impacting agricultural-based enterprises*
  - Identify methods to facilitate succession or intergenerational transfers of family owned and operated businesses
  - Evaluate income tax laws (land equity exchange) and other public policy for their impact on land values, rental rates, and first time landowners
  - Evaluate tax abatement, zoning, and public facility grant programs for their impact on development of rural areas and the potential to utilize these programs to spur rural development
- C. *Develop models to strengthen rural communities through training and educational programs, youth development and infrastructure enhancement*
  - Determine the value of various public transportation facilities to a community or area to evaluate using public investment and subsidies
  - Identify adult and youth education and/or training programs that would bring economic growth to a community
  - Identify programs to stimulate non-farm employment that are compatible with and provide supplemental income to farm families

# Research Focus Areas

## Agricultural Production Systems

*Objective: Grow Illinois agriculture by increasing efficiency, marketability, and acceptance of Illinois agriculture on the farm to meet changing world demand for food, energy, and other agricultural products through research and education.*

### Subobjectives

#### Animal Systems

- A. *Improve animal production technologies and processes*
  - Increase productivity
  - Increase efficiency of production
  - Examine cost-efficient production (including nutrition)
  - Improve health maintenance (including disease/pest control)
  - Develop innovative approaches to disease control in livestock
  - Examine practices to improve animal wellbeing
  - Determine the comparative advantage for livestock production
  - Create tools and management practices to keep producers profitable
  - Explore using by-products in livestock production
  
- B. *Increase marketability of end products through production practices*
  - Production of high-quality products
  - Examine factors relating to consumer acceptability (i.e., taste and safety)
  - Research management practices for animal welfare issues
  
- C. *Increase public and government acceptance through production practices*
  - Address production related environmental issues
  - Develop efficient production systems that address public and regulatory concerns

#### Plant Systems

- D. *Improve plant production technologies and processes*
  - Increase yields
  - Increase production efficiency
  - Lower cost input per unit of production
  - Improve disease resistance and control
  - Improve stress tolerance
  - Improve pest management (weed and insects)
  - Improve soil quality and nutrient uptake and utilization
  - Improvements in precision agriculture

# Research Focus Areas

## Agricultural Production Systems (continued)

- E. *Increase marketability of end products through production practices*
  - Production of high-quality products
  - Examine factors relating to consumer acceptability (i.e., taste and safety)
  
- F. *Increase public and government acceptance through production practices*
  - Address production related environmental issues
  - Develop efficient production systems that address public and regulatory concerns

## Human Nutrition and Food Safety

**Objective:** *Provide a nutritious, high-quality, safe, and secure food supply and enable consumers to make informed and healthful dietary choices.*

### Subobjectives

- A. *Food safety and security*
  - Research microbial, chemical and physical hazards, both natural and human-made, relative to food safety
  - Enhance food security methods throughout production, processing, distribution and service systems; for example, to reduce the impact of agri-terrorism
  - Investigate issues related to food quality and food safety and develop effective methods for communicating this information
  
- B. *Nutrition and wellness*
  - Investigate relevant nutrition-related public health issues, for example: “Metabolic Syndrome” (obesity, cardiovascular disease, and diabetes), cancer and specific age-related issues
  - Develop sustainable solutions for nutrition-deficient populations
  - Investigate issues related to nutrition and wellness and develop effective methods of communicating this information

# Research Focus Areas

## Natural Resources and Environment

*Objective: Foster environmental stewardship and the sustainable use of natural resources in Illinois.*

### Subobjectives

- A. *Evaluate the environmental, social, and/or economic consequences of land use and management practices on watersheds*
  - Investigate landscape and wetland structures and the processes of water, sediment, and pollutant movement through the air, soil, and surface water/groundwater to better understand how land use influences water quality
  - Develop social- and science-based watershed assessment and planning tools
  - Identify, validate, and refine best management practices (BMPs)
  - Develop scientific tools to address water quality, quantity, and drainage issues specific to urban and rural land uses
  
- B. *Develop integrated production systems that protect and enhance air, soil, water quality and ecosystem services*
  - Develop methods to integrate new technologies for soil and water quantity and quality protection and improvement
  - Define economic incentives to support ecological sustainability and ecosystem services
  - Develop a sediment transport model that includes stream bank and upland soil erosion
  - Develop geographically adapted crops, crop rotations, intercropping techniques and organic systems
  
- C. *Develop methods to enhance pest management and increase nutrient use efficiency*
  - Develop and adapt production and management systems to address changing regulatory requirements
  - Evaluate/study how pesticides, pesticide metabolites, and nutrients affect wildlife and human health
  - Develop alternative pest control methods to minimize environmental impact
  - Research pesticide drift prevention methods
  - Examine impact of biotechnology on natural resources and environment
  - Develop environmentally sound recommendations for nitrogen and phosphorus as related to soil types
  
- D. *Develop feasible methods for improving utilization of by-products from animal and plant production and processing systems*
  - Evaluate measures that prevent animal waste from adding to nutrient load
  - Develop methods for handling on-farm livestock mortality and slaughter plant waste disposal
  - Research feasibility of composting for urban landscape and agricultural waste
  - Evaluate environmental impact of the removal of crop residues for use of ethanol feed stocks

# Research Focus Areas

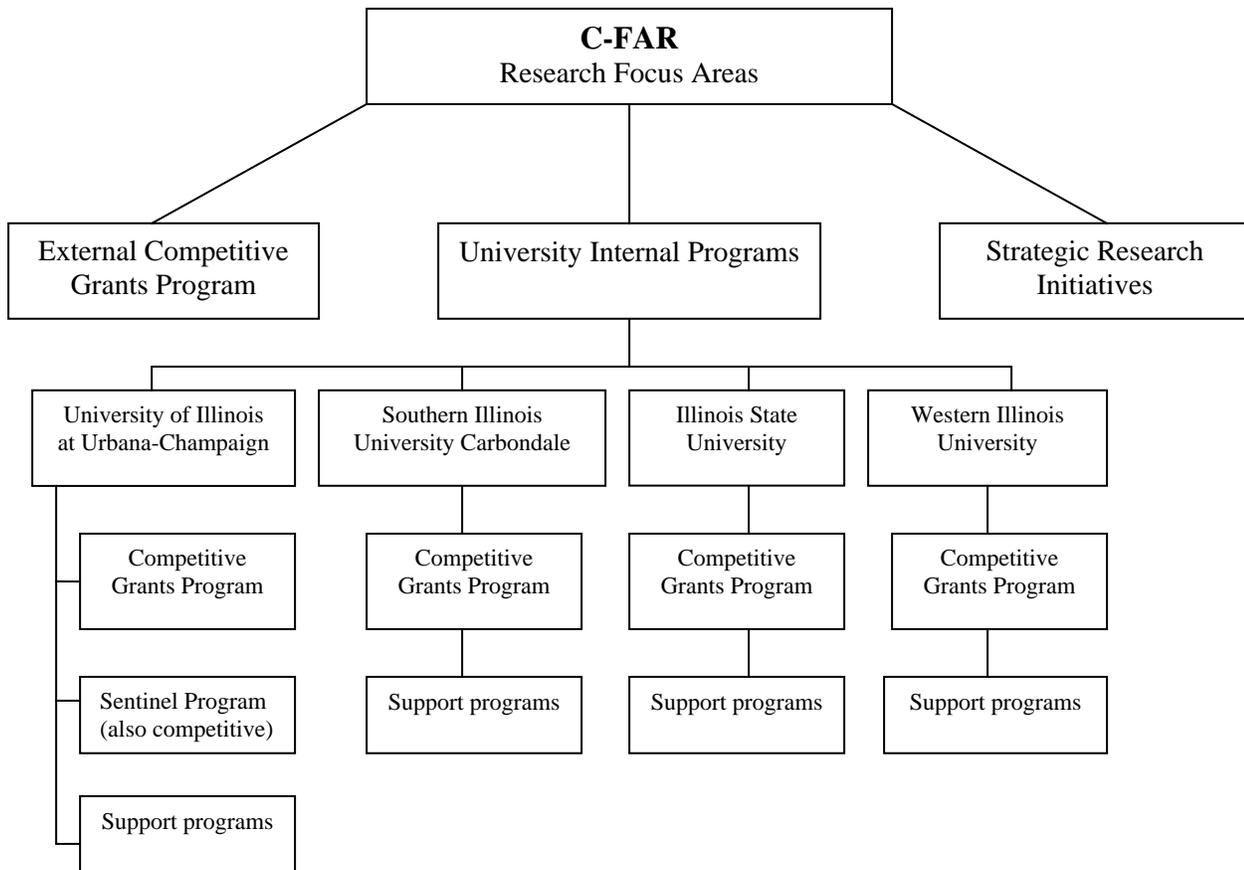
## Natural Resources and Environment (continued)

- E. Develop and evaluate perennial plants and forests for long-term sustainable agriculture and environmental quality*
  - Develop improved grasses and legumes for biomass and riparian buffers
  - Develop forest management systems for a healthy, sustainable forests
  - Examine impact of grazing livestock and equine on grasslands, wildlife habitat and water quality
  - Explore environmental impacts from/on vineyards, orchards and other specialty crops (i.e., pesticide drift, runoff)
  
- F. Evaluate and develop agricultural based renewable energy and/or carbon energy production systems*
  - Examine carbon sequestration
    - Gather data to determine the accumulation values of carbon for credit from grasslands, forests and croplands
    - Study the economics of carbon sequestration
    - Educate farmers/landowners about this issue
    - Investigate methods for more effective sequestration in croplands, grasses and forests

# Research Programs

## Research Programs

The C-FAR research portfolio is comprised of three programs: the External Competitive Grants Program; University Internal Programs (competitive and other) at the four universities; and the Strategic Research Initiatives. The following flowchart depicts these programs.



Characteristics of the three C-FAR research programs follow. All proposals funded through each program are based on the C-FAR research focus areas (see pages 25-31).

# Research Programs

## External Competitive Grants Program

The External Competitive Grants Program is organized around practical, quantifiable, and achievable objectives in the food and agricultural sector. Proposals may be submitted by any Illinois nonprofit institution, organization or agency. The principal investigator must be a qualified researcher with experience in a food and/or agriculture related discipline. Key characteristics of this program are as follows:

- Funded at 15% of the C-FAR appropriation (per the Food and Agriculture Research Act)
- Two-step proposal process – pre-proposal and full proposal
- General schedule: request and submission of pre-proposals – September/October; invitation and submission of full proposals – December/January; funding decisions – when the C-FAR appropriation is enacted by the State of Illinois (Spring/Summer)
- The specific schedule for each fiscal year's program is communicated by C-FAR to department heads/chairs for distribution to faculty and staff
- Proposals funded for one, two or three years
- Maximum funding is \$150,000 (regardless of project duration)
- C-FAR working group participants are engaged in all aspects of this program
- Full proposals are evaluated by C-FAR working group participants and may be assisted by a selected scientific advisor(s)

## University Internal Programs

The University Internal Programs are funded with the balance of the C-FAR appropriation (after 1% member expenses, IDOA fee and External Program funding are deducted).

Key characteristics of these programs are as follows:

- Funded via the balance of the C-FAR appropriation after 15% is directed to the External Competitive Grants Program and funds are directed to the SRI program, administrative office, and achievement award
- Funding to each university is percentage driven, per the Food and Agriculture Research Act. Currently: UIUC – 82%, SIUC – 11%, ISU – 4%, WIU – 3%. These percentages are reviewed and set every three years by the Director of the Illinois Department of Agriculture upon a recommendation from the C-FAR Board of Directors (These percentages have not changed since they were initially established in FY96 and are currently in place for FY08-FY10)
- The majority of funding is utilized for competitive grants programs. Each of the four universities are conducting such programs in FY08
- The schedules for university internal programs vary and are typically conducted late summer to early fall. Research leaders at each university determine and communicate these details

# Research Programs

## University Internal Programs (continued)

- UIUC employs two competitive programs pending sufficient funding being available – a standard competitive grants program and the Sentinel Program. The Sentinel Program invests in longer-term research initiatives than the standard competitive program
- All four universities engage, in varying ways, C-FAR stakeholder members input when reviewing and prioritizing research proposals to fund
- All four universities typically allocate a small amount of funds to various infrastructure needs (i.e., research personnel, laboratory improvements, etc.)

The universities work closely with C-FAR to develop and prioritize an appropriate research agenda for the state system. To support that agenda, funds may be expended per the Food and Agriculture Research Act (*see page 43, section 20*).

## Strategic Research Initiative Program

C-FAR established its Strategic Research Initiative (SRI) Program in FY99. Research initiatives are collaborative and multidisciplinary in nature. Characteristics of the current SRI program are:

- Two-step proposal process – pre-proposal and full proposal
- SRIs can be funded for up to five years
- Maximum funding per SRI is \$250,000 per year
- The schedule for the next SRI program will be communicated by C-FAR to department heads/chairs for distribution to faculty and staff

Note: These protocols are subject to change by the C-FAR Research Committee before its next issuance.

## Program Coordination

While the three C-FAR research programs are distinct, there is collaboration and cooperation among all entities to ensure there is no unintended duplication of funded research.

# Research Programs

## Donald A. Holt Achievement Award

In 2000, C-FAR established an achievement award to honor outstanding and innovative team research and outreach. C-FAR, through this award, recognizes research groups that address priorities of the Illinois agriculture and food sector and communicate their findings such that producers and consumers are benefited. In January 2002, this special award was named the *Donald A. Holt Achievement Award*. Dr. Holt has been a strong advocate of C-FAR since its inception and C-FAR is pleased to honor his long-time commitment. The award includes a financial allocation to enhance professional development for the further advancement of food and agricultural research in Illinois. The Achievement Award winning team is typically announced during February.

### **2000 Achievement Award Winner: *Illinois Beef Quality Initiative***

The outstanding research and outreach demonstrated by this research team have resulted in innovative beef production systems that will produce more high quality beef to meet consumer demand and will lower production costs.

### **2001 Achievement Award Winner: *The Value Project***

The research team's innovative approach and outstanding performance is making great strides in improving Illinois farm income and strengthening rural communities through value-added agriculture.

### **Achievement Award Renamed in 2002**

A special luncheon was held during the 2002 All Working Group Meeting to announce a change in the C-FAR Achievement Award. As of January 15, 2002, the award became known as the Donald A. Holt Achievement Award.

### **2003 Donald A. Holt Achievement Award: *Livestock and Urban Waste Recycling***

This interdisciplinary team of researchers was honored for their outstanding and innovative team research and outreach to develop and refine environmentally and economically sound livestock and urban waste recycling techniques which protect and enhance air, water and soil quality.

### **2004 Donald A. Holt Achievement Award: *Farmdoc***

The *farmdoc* team was honored for their work to develop Web-based resources and decision tools to assist agricultural decision makers.

*During 2005 to 2007, the Donald A. Holt Achievement award was not conducted due to the reduction of the C-FAR appropriation and all available funding being directed to support ongoing research.*

### **2008 Donald A. Holt Achievement Award: *Illinois Center for Soy Foods***

The Illinois Center for Soy Foods creates and promotes healthy, economical and good-tasting food products from soybeans and soy-based ingredients, thereby providing benefits to growers, processors and consumers in Illinois.

# Research Programs

## Funding

C-FAR research funds are appropriated by the State of Illinois. Funds are directed per C-FAR's enabling legislation, the Food and Agriculture Research Act. The C-FAR appropriation follows the State of Illinois fiscal year, which is July 1 through June 30 (e.g., FY08 is July 1, 2007 – June 30, 2008).

The following outlines the respective allocations.

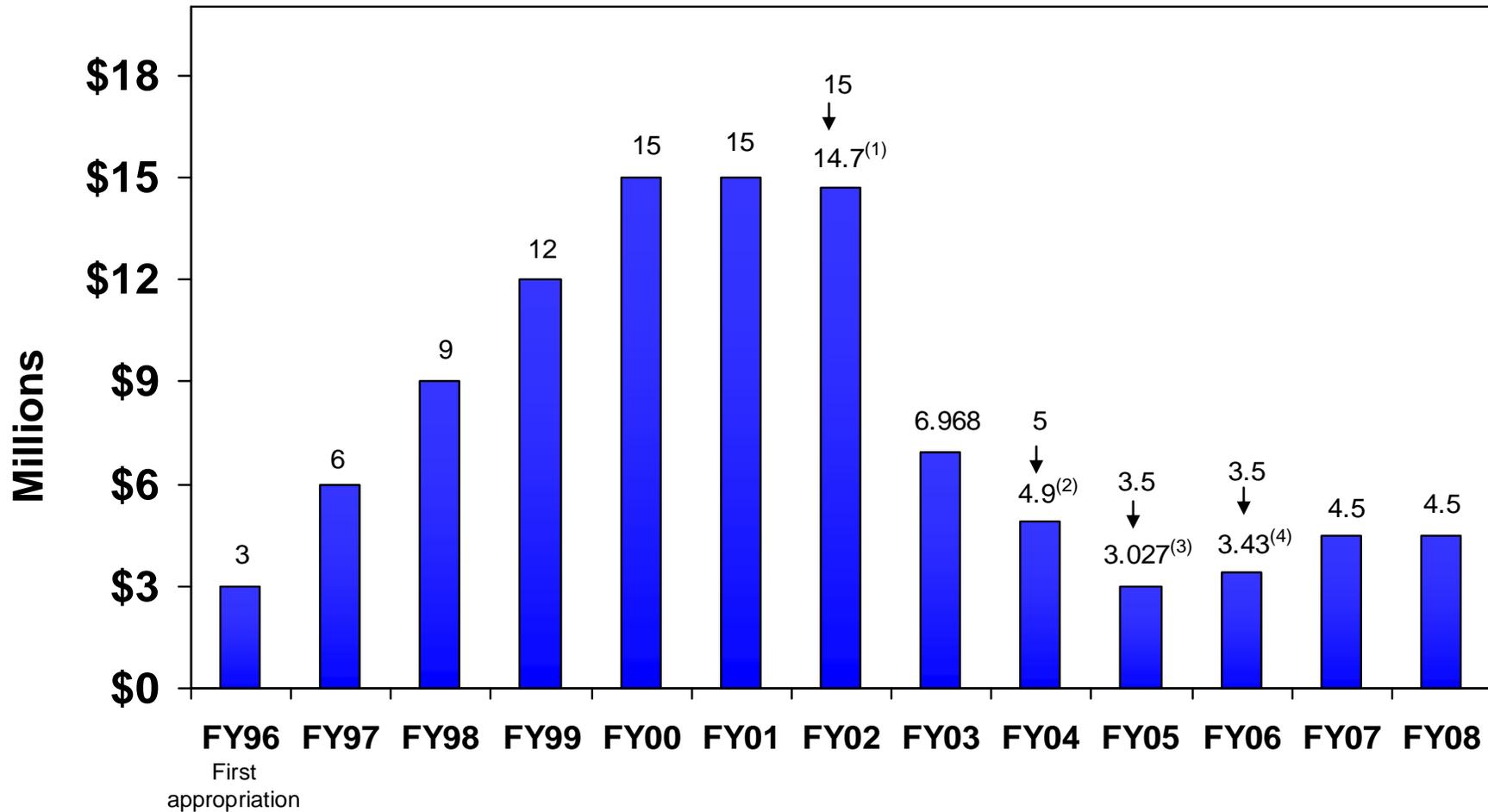
### General Flow of Funds

- One percent (1%) of the total appropriation is allocated for C-FAR member expenses (members serve without compensation, but shall be reimbursed for ordinary and necessary expenses incurred in the performance of their duties in accordance with eligibility guidelines). Unexpended funds from this account are forwarded to the next fiscal year's External Competitive Grants Program for research.
- The Illinois Department of Agriculture receives a fee of \$50,000 or ½ of 1% of the total appropriation, whichever is less.
- A minimum of 15% of the C-FAR appropriation (after 1% member expenses and IDOA fee have been deducted) funds a competitive grants program open to any Illinois nonprofit institution, organization, or agency.
- After the above, allocations are made to C-FAR's partner universities on a percentage basis: Illinois Agricultural Experiment Station at the University of Illinois at Urbana-Champaign, 82%; Southern Illinois University Carbondale College of Agricultural Sciences, 11%; Illinois State University Department of Agriculture, 4%; Western Illinois University Department of Agriculture, 3%. Every three years, the Illinois Director of Agriculture reviews these percentages, determines their appropriateness, and reports to the General Assembly. The current percentages are effective through FY10.

Funding to the universities support the following:

- Internal Competitive Grants Program (an individual program at each university)
- Strategic Research Initiatives (SRIs)
- C-FAR administrative office
- Donald A. Holt Achievement Award

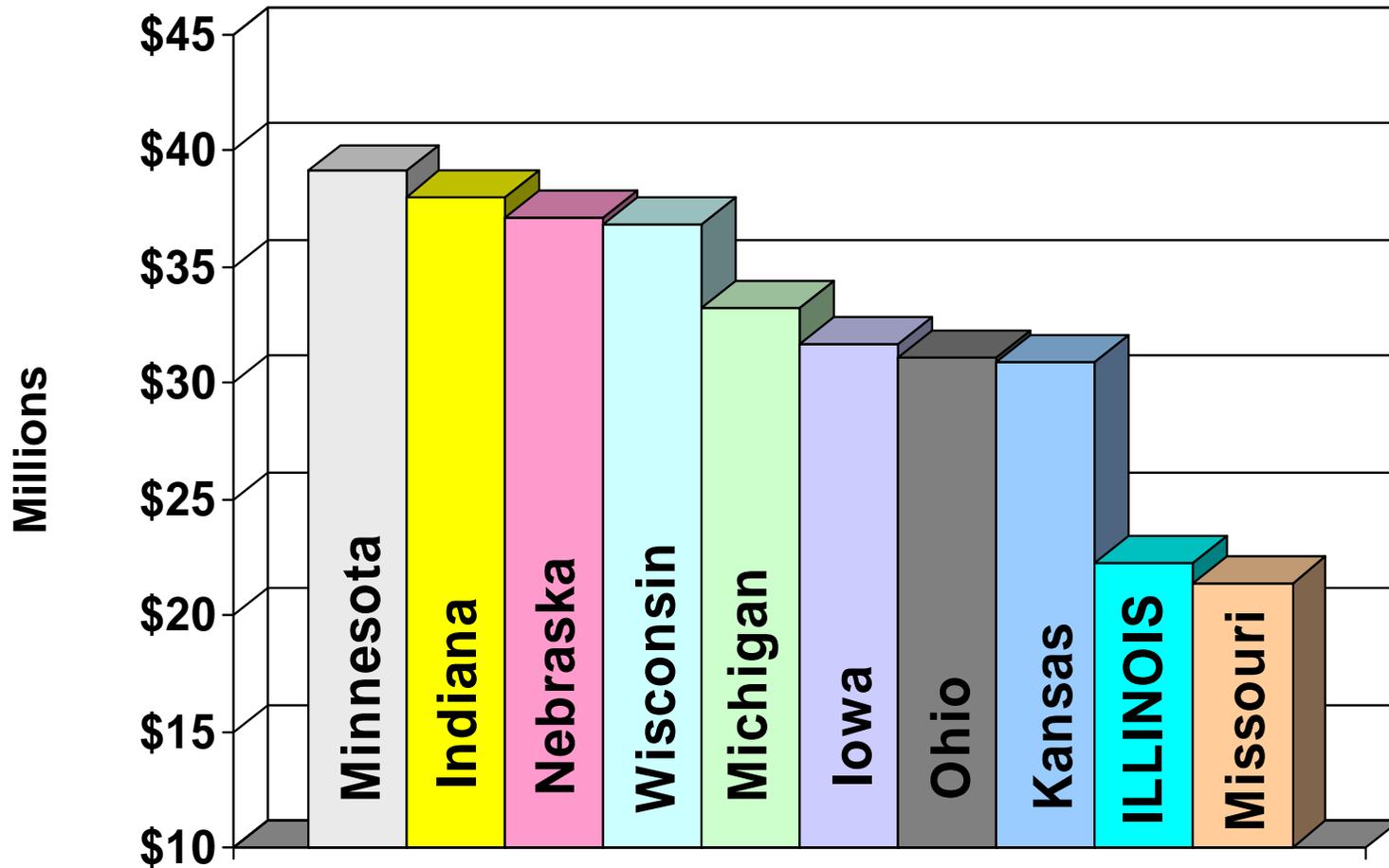
## State of Illinois C-FAR Appropriations



Referred to as C-FAR appropriations, these are general revenue funds as appropriated by the State of Illinois. The line item for these appropriations is part of the Illinois Department of Agriculture's annual budget.

- (1) The FY02 appropriation was assessed a 2% reserve, resulting in a \$14.7 million appropriation
- (2) The FY04 appropriation was assessed a 2% reserve, resulting in a \$4.9 million appropriation
- (3) The FY05 appropriation was assessed a \$473,184 reserve, resulting in a \$3 million appropriation
- (4) The FY06 appropriation was assessed a 2% reserve, resulting in a \$3.4 million appropriation

## Comparison of Midwestern State Expenditures for Food and Agricultural Research



Source of data is the Inventory of Agricultural Research, USDA/CREES, and reflects FY06 expenditures of state appropriated funds for food and agricultural research by agricultural experiment stations. The Illinois figure includes expenditures from both the C-FAR appropriation and other funds appropriated by the State of Illinois.

# C-FAR CALENDAR OF EVENTS

## 2008 - 2009

July 9, 2008	Board of Directors Meeting
September 10	Board of Directors Meeting
November 5	Board of Directors Meeting
November (TBD)	C-FAR Day at Western Illinois University (Macomb)
February 17, 2009	Annual Meeting, including meetings of the working groups (Springfield)
February (TBD)	Board of Directors Meeting
March (TBD)	Working Group meetings (Champaign-Urbana)

Membership related activities such as working group meetings and the annual meeting will be preceded by official announcements to the respective members. Additional meetings of the membership and working groups may be called as necessary.

Please call the C-FAR office at 217.244.4232 or visit the C-FAR website at [www.ilcfar.org](http://www.ilcfar.org) for additions or possible changes.

# Enabling Legislation

## FOOD AND AGRICULTURE RESEARCH ACT

### THE ENABLING LEGISLATION FOR C-FAR APPROPRIATIONS

*The language of this act follows*

SB731 Enrolled

LRB8902948FNsbB

AN ACT concerning public food and agricultural research programs in Illinois.

Be it enacted by the People of the State of Illinois, represented in the General Assembly:

Section 1. Short title. This Act may be cited as the Food and Agriculture Research Act.

Section 5. Findings. It is the intent of this Act to provide a solid base of State funding for public food and agricultural research programs in Illinois while fostering public confidence in this research through public participation. Blessed with rich agricultural soils and a favorable agricultural climate, Illinois traditionally ranks fourth or fifth among the States in the nation's gross agricultural production. The food and agricultural sector, employing nearly 20% of the State's workers, is committed to providing safe, nutritious, high-quality, affordable, and convenient agricultural products and services to Illinois citizens. Compared with all other states, however, Illinois faces a tremendous challenge to meet its needs for ongoing adequate research investments that improve human health while protecting and enhancing its natural resources and environment. Without adequate State funding, the food and agricultural sector faces the consequences of falling behind in information, projects, and programs affecting human lives and the demand for improved nutrition, food quality, human health, and environment.

Currently, the State's agricultural universities conduct research that provides basic information about the structure and function of food and agricultural systems. Although these agricultural institutions have a remarkable record of contributions to an improved food and agricultural sector, their research is significantly underfunded. The State's Agricultural Experiment Station, maintained as the food and agricultural research facilities and program of the University of Illinois, ranks only 29<sup>th</sup> in state funding among the state agricultural experiment stations. Southern Illinois University Carbondale, Illinois State University, and Western Illinois University also conduct food and agricultural research but receive no State appropriated fund allocations. This underfunding represents a missed opportunity for Illinois and places it in poor competitive position with other important agricultural states. The State's consumers and producers reap high returns from existing public investment in food and agricultural research, with a pretax return of 40%, the highest among publicly supported research activities.

# Enabling Legislation

Illinois needs mechanisms that allow publicly supported researchers to work closely with farmers, agribusiness, consumers, conservationists, environmentalists, and other key decision-makers. Together, these groups can identify challenges and opportunities for researchers before they conduct research and transfer the information and technology. This will allow Illinois to retain its prominence as a leading agricultural state.

The Illinois Council on Food and Agricultural Research (C-FAR) is a statewide coalition committed to funding relevant and high-quality research and related outreach programs leading to profitable, consumer-sensitive, and environmentally sound food and agricultural systems. The intent of this Act is to secure funds to support targeted research initiatives so that Illinois will continue to meet tomorrow's food and agricultural needs while using our natural resources responsibly.

The General Assembly of Illinois hereby:

- (1) Identifies food and agricultural research as a critically important activity with great public benefits.
- (2) Identifies the State's agricultural universities responsible for basic, developmental, and adaptive research related to the food and agricultural sector; and
- (3) Authorizes the expenditure of State funds to enlarge, improve, and sustain the publicly supported programs of food and agricultural research in Illinois.

Section 10. Purpose. The purpose of this Act is to put a solid foundation of stable and long-term, State support under the important public activity of food and agricultural research while improving accountability and gathering public input concerning that research. This should provide the institutional capacity and program continuity that are required to mount effective food and agriculture research programs and that cannot be achieved with short-term funding.

It is the intent of this Act that:

- (1) Illinois should be among the top 10 agricultural states in State funding for its agricultural experiment station, and that other agricultural institutions in the State should be funded proportionately, according to the formula specified below. These funds shall enhance, rather than substitute for, current ongoing program support.
- (2) Research supported by this Act shall be clearly linked to practical food, agricultural, and related environmental objectives; fully integrated over the disciplines, functions, and activities required to achieve the intent of the General Assembly; coordinated with other, related food and agricultural research; and managed to minimize development time and cost and move results rapidly toward practical application.
- (3) Researchers and other program participants shall investigate both short and long term environmental, health, social, economic, and natural resource implications of products, practices, and systems proposed for use in food and agricultural enterprises.

## Enabling Legislation

- (4) This Act shall establish mechanisms by which publicly supported researchers and research administrators work closely with farmers, agribusiness, consumers, conservationists, environmentalists, health care providers, and key decision makers in the food and agricultural sector to identify problems and opportunities, formulate and prioritize research objectives, conduct research, and transfer the resulting information and technology.
- (5) A portion of the funds shall be used to support the necessary system of research facilities and programs needed to pilot test and scale up prototype food, agricultural, and related environmental technology and that these facilities and programs be accessible at cost to qualified persons from Illinois public and private universities and nonprofit organizations that need access to such facilities to conduct research on food, agricultural, and related environmental systems.

Section 15. Allocation of funds. Appropriations for the purposes of this Act shall be made to the Illinois Department of Agriculture, which shall allocate funds appropriated under this Act to the following entities providing each the pro rata share indicated: the Illinois Agricultural Experiment Station, 82%; Southern Illinois University College of Agriculture, 11%; Illinois State University Department of Agriculture, 4%; Western Illinois University Department of Agriculture, 3%. Three years after the effective date of this Act and every 3 years thereafter, the Director of Agriculture shall review these percentages, ascertain their appropriateness, and report to the General Assembly.

To offset the cost of administering the appropriation, the Department of Agriculture may retain \$50,000 or ½ of 1% of the total appropriation, whichever is less.

Section 20. Use of funds. The universities receiving funds under this Act shall work closely with the Illinois Council on Food and Agriculture to develop and prioritize an appropriate research agenda for the State system. To support that agenda, funds shall be expended as follows:

- (1) To support a broad program of food and agricultural research, to include, but not limited to, research on natural resource, environmental, economic, nutritional, and social impacts of agricultural systems, human and animal health, and the concerns of consumers of food and agricultural products and services.
- (2) To build and maintain research capacity including construction, renovation, and maintenance of physical facilities; acquire and maintain equipment; employ appropriately trained and qualified personnel; provide supplies; and meet the expenses required to conduct the research and related technology transfer activities.

## Enabling Legislation

- (3) A minimum of 15% of the funds allocated to each university shall be used to fund an innovative competitive grants program administered jointly by the 4 institutions identified in Section 15. The grants program is intended to be organized around desired practical, quantifiable, and achievable objectives in the food and agricultural sector. The Illinois Council on Food and Agricultural Research shall assist in evaluating and selecting the proposals for funding. Proposals may be submitted by any nonprofit institution, organization, or agency in Illinois. The principal investigator must be a qualified researcher with experience in a food and agriculture related discipline. Funds from other sources (both public and private) may be combined with funds appropriated for this Act to support cooperative efforts.
- (4) It is intended that the universities that receive these funds shall continue (i) to operate and maintain the on-campus buildings and facilities used in their agriculture related programs and provide the support services typically provided other university programs, and (ii) to fund agricultural programs from the higher education budget.

Section 25. Administrative oversight. The Department of Agriculture shall provide general administrative oversight with the assistance and advice of duly appointed representatives of the Illinois Council on Food and Agricultural Research. Food and agricultural research administrators at each of the universities shall administer the specifics of the research program. Annually these administrators shall prepare a combined proposed budget that the Director of Agriculture shall submit to the Governor for inclusion in the Executive budget and consideration by the General Assembly. The budget shall specify major categories of proposed expenditures, including salary, wages, and fringe benefits; operation and maintenance; supplies and expenses; and capital improvements.

(505 ILCS 105/Act rep.)

Section 95. The Production Agriculture Programs Act is repealed.

Section 99. Effective date. This Act takes effect July 1, 1995.

# Enabling Legislation

## FOOD AND AGRICULTURE RESEARCH ACT

### AN AMENDMENT TO THE ORIGINAL ENABLING LEGISLATION

*The language of this amendment follows*

HB1289 Enrolled

LRB9004427NTsb

AN ACT to amend the Food and Agriculture Research Act by changing Section 15.

Be it enacted by the People of the State of Illinois, represented in the General Assembly.

Section 5. The Food and Agriculture Research Act is amended by changing Section 15 as follows:

(505 ILCS 82/15)

Section 15. Allocation of funds. Appropriations for the purposes of this Act shall be made to the Illinois Department of Agriculture, which shall allocate funds appropriated under this Act to the following entities providing each the pro rata share indicated: the Illinois Agricultural Experiment Station, 82%; Southern Illinois University College of Agriculture, 11%; Illinois State University Department of Agriculture, 4%; Western Illinois University Department of Agriculture, 3%. Three years after the effective date of this Act and every 3 years thereafter, the Director of Agriculture shall review these percentages, ascertain their appropriateness, and report to the General Assembly.

To offset the cost of administering the appropriation, the Department of Agriculture may retain \$50,000 or ½ of 1% of the total appropriation, whichever is less.

To offset the cost of members of C-FAR incurred while performing their duties as official group representatives, up to 1% of the funds appropriated for the purposes of this Act may be allocated by the Department of Agriculture to cover these expenses. Members shall serve without compensation, but shall be reimbursed for ordinary and necessary expenses incurred in the performance of their duties. The reimbursement rates shall not exceed those rates that apply to State employees.

P.A. 89-182 § 15, eff. July 19, 1995. Amended by P.A. 90-94, § 5, eff. Jan. 1, 1998.

# C-FAR Bylaws

## ILLINOIS COUNCIL ON FOOD AND AGRICULTURAL RESEARCH, INC. (C-FAR)

### BYLAWS

#### **ARTICLE I. NAME AND PRINCIPAL OFFICE**

##### Section 1. Name

The name of this organization shall be the Illinois Council on Food and Agricultural Research, Inc. (C-FAR), a general not for profit corporation, incorporated under the laws of the State of Illinois.

##### Section 2. Principal Office

The principal office of this organization shall be located in Urbana, Illinois, or in such other location within Illinois as shall be designated by the Board of Directors.

#### **ARTICLE II. MISSION**

##### Section 1. Mission

To advance profitable, consumer-sensitive, environmentally sound food, agricultural and related systems by securing funding for relevant research and outreach and fostering public participation in program guidance.

##### Section 2. Objectives

C-FAR will seek to achieve the following objectives:

- 2.1 To provide a mechanism for effective and timely communication between the publicly supported Illinois research system and Illinois food, agricultural and related sectors.
- 2.2 To assess the research needs of the food, agricultural and related sectors, and communicate them to the higher education research community.
- 2.3 To communicate the accomplishments of the publicly supported food, agricultural and related research system in Illinois to consumers, producers, elected and appointed State and Federal government officials, and the citizens of Illinois.
- 2.4 To be a broad-based, ongoing advocate for and supporter of adequate investment by the State of Illinois in food, agricultural and related research.
- 2.5 To promote the leveraging of the State investment in research by advocating greater support for food, agricultural and related research from federal, foundation, and private industry sources.

#### **ARTICLE III. FISCAL YEAR**

The fiscal year shall be July 1 through June 30.

# C-FAR Bylaws

## **ARTICLE IV. MEMBERSHIP, PARTICIPANTS AND MEETINGS**

### **Section 1. Membership**

Membership and participation in C-FAR is open to those who support the mission and objectives of C-FAR. There shall be three classes of membership: Organizational, Affiliate and Individual.

- 1.1 An Organizational Member must represent at least 50 individual members, may not be a direct recipient of C-FAR funds, is entitled to one vote on matters subject to voting, and may designate one voting representative for each Working Group. Annual dues shall be \$250.
- 1.2 A state or federal government agency, or a university or unit thereof, or another entity similarly related to the C-FAR mission, may be an Affiliate Member, and may designate one non-voting representative for each Working Group. Annual dues shall be \$100.
- 1.3 Individual Members may participate, as non-voting members, in all C-FAR activities, except as provided otherwise herein. Annual dues shall be \$50.

### **Section 2. Participation**

Eligible participants in meetings of C-FAR and of its subsidiary entities, including committees and Working Groups, and in C-FAR activities generally, are

- 2.1 Designated representatives of Organizational Members
- 2.2 Designated representatives of Affiliate Members
- 2.3 Individual Members

Each Organizational Member shall designate a Voting Delegate for plenary meetings. Such voting body shall be referred to as the Council. Each Organizational and Affiliate Member shall designate a Contact Person and may designate a representative to each Working Group.

### **Section 3. Meeting Procedure**

- 3.1 Participants will seek to have C-FAR decisions arrived at in such a way that: a) they are based on full and open consideration of relevant circumstances and alternatives, b) they accommodate appropriately the variety of perspectives and goals which participants bring to the questions at hand, and, c) they are designed to engage such support that they can be carried out successfully.
- 3.2 Decisions of C-FAR and its entities shall be made by consensus, excepting that: a) elections shall be conducted as otherwise provided herein, and, b) by resolution properly proposed and agreed to by two-thirds of those organizational members voting on the question, a meeting shall proceed from consensus mode to parliamentary mode to deal with or dispose of any pending proposal or matter identified in the resolution. A proposal offered for consensus adoption must be stated in full, and if approved, must be set forth in full in the records of the meeting, as if voted on in the parliamentary mode.
- 3.3 A participant's approval of a consensus proposal implies and confirms acceptance of it as the decision of the entity, but not necessarily individual agreement with it in whole or in part.
- 3.4 Use of the consensus mode of making decisions does not override requirements for proper authority, relevance, or notice, or other rights of participants or those eligible to participate.
- 3.5 Each organizational member shall have one vote.

# C-FAR Bylaws

## Section 4. Council Meetings

C-FAR shall meet in plenary session annually and otherwise at the call of the Board of Directors, or a minimum of 20 Organizational members or 20% of the Organizational members, whichever is larger. The regularly scheduled plenary meeting of the year shall be the Annual Meeting. At plenary meetings, all matters pertaining to the C-FAR mission may be considered and decided subject to the requirements herein for notice (Article IV, Section 6), for meeting procedure (Article IV, Section 3), and for elections (Article IV, Section 5; and Article V, Sections 2 and 3).

## Section 5. Working Groups

- 5.1 Working Groups shall be established, each organized around a C-FAR research focus. Each shall assist the Research Committee in its functions, as to its particular focus. It shall receive and review proposals for funding of external grants projects, and submit to the Research Committee its recommendations thereon.
- 5.2 The number of Working Groups, and the research focus of each, shall be as determined from time to time by the Council.
- 5.3 Each Working Group shall be comprised of eligible participants, as set forth in Article IV, Section 2, who have enrolled as members of that Working Group. Each Organizational Member and each Affiliate Member may designate a representative to each Working Group. Individual Members may also indicate a Working Group to which they wish to enroll. Only Organizational Member representatives to Working Groups are entitled to vote if such a need arises.
- 5.4 A Chair and Vice Chair shall be elected for each Working Group every odd-numbered year by its Working Group voting members, at the Annual Meeting. Working Group Chairs and Vice Chairs shall serve for terms of two (2) years, and until their successors have been qualified.
- 5.5 No Working Group Chair or Vice Chair shall be eligible to serve more than two consecutive terms.
- 5.6 If a vacancy occurs for a Working Group Chair position, the Vice Chair shall assume the duties and responsibilities of the Chair and the Working Group shall elect a new Vice Chair to fulfill the unexpired term of the Vice Chair at the next plenary meeting or the next duly called meeting of the respective Working Group.
- 5.7 If a vacancy occurs for a Working Group Vice Chair position, the Working Group shall elect a new Vice Chair to fulfill the unexpired term of the Vice Chair at the next plenary meeting or the next duly called meeting of the respective Working Group.
- 5.8 An individual elected to fulfill an unexpired term as either the Working Group Chair or Vice Chair shall serve until the next biennial election and the partial term shall not be included in the term limitation in Section 5.5.
- 5.9 Working Group Chair and Vice Chair nominees must be current designees for an Organizational Member, as either the organization's Contact, Voting Delegate, or representative to one of the Working Groups. The names of these designees shall be on file at the C-FAR office. The nominee shall not be an employee or contractor of an entity that receives C-FAR funding.

## Section 6. Notice and Minutes

- 6.1 Timely notice of C-FAR plenary meetings shall be provided to all members and to others whose requests for notice shall have been approved by the Board or by the Council. Notice shall be in writing, or may be delivered electronically, and shall state the meeting time and place and its purpose or proposed agenda. Notice of plenary meetings shall be distributed not less than 15 days nor more than 45 days before the date of the meeting.
- 6.2 Minutes of each plenary meeting shall be provided to the membership for review and adoption at the subsequent plenary meeting.
- 6.3 Minutes shall be an accurate, understandable record of business transacted. Each entity may prescribe further rules for minutes of its own meetings.

# C-FAR Bylaws

## Section 7. Quorum

The quorum for transaction of business requiring a vote of the Council shall be 50% of the organizational membership.

## Section 8. Rules

Except as otherwise provided herein, the affairs of the Council and its entities shall be conducted according to Roberts' Rules of Order, Revised.

## **ARTICLE V. BOARD OF DIRECTORS**

### Section 1. General Powers

The Board of Directors shall coordinate and manage the affairs of the Council, subject to the provisions of these by-laws and the policy decisions and directives of the Council. The Board of Directors shall have authority to employ personnel to accomplish the mission and objectives as outlined in Article II.

### Section 2. Number, Terms, Election

- 2.1 The Board shall consist of seven representatives of Organizational members, whose terms shall be for two (2) years, commencing at the conclusion of the re-organization meeting of the board of directors immediately following their election, and until their successors have qualified. No Organizational member shall have more than one representative serving on the Board of Directors. They shall be elected by the Council at the Annual Meeting.
- 2.2 Four (4) directors shall be elected to the board every odd-numbered year at the Annual Meeting and three (3) directors shall be elected to the board every even-numbered year at the Annual Meeting.
- 2.3 No individual shall be eligible to serve more than three (3) consecutive terms as a Director.
- 2.4 An immediate Past Chair, not a member of the current Board of Directors, shall be eligible to serve as an *ex-officio* member of the Board. Such a member shall not be entitled to vote at Board meetings or serve as an officer but shall have all other rights, privileges and responsibilities of Board membership. A Past Chair, serving in the *ex-officio* capacity, shall serve one year in this capacity.
- 2.5 When the immediate Past Chair continues on the Board during a term to which he/she was elected, the *ex-officio* office of Past Chair shall be vacant.
- 2.6 If a vacancy occurs, the board of directors may appoint an individual until the next plenary meeting at which time a special election shall be held to fill the unexpired term. A minimum of 14 days should exist between the creation of the vacancy and the plenary meeting. A special election shall be conducted in accordance with the provisions herein for a regular annual election.
- 2.7 Directors shall be eligible for election to, and shall serve, no more than six consecutive years on the Board, excepting that a Director, having served less than six years consecutively, may be elected to and serve for an additional term of either one or two years, as the Nominating Committee may propose. Service as Past Chair *ex-officio* shall not be precluded by the limit on years of consecutive service as an elected Director.

# C-FAR Bylaws

## Section 3. Nominating and Election Rules and Process

A Nominating Committee shall be appointed annually by the Board Chair and approved by the Board of Directors. The committee shall be comprised of no fewer than five (5) members (from any class of membership). The Board Chair shall appoint the Past Chair, or another qualified individual, to serve as Chair of this committee. The purpose and charge for this committee shall include soliciting and receiving nominations from Organizational Members and presenting a slate of candidates to be voted on by the Council membership at the Annual Meeting.

- 3.1 The Nominating Committee shall request of each Organizational Member, through the Organizational Contact, a nominee for the Board of Directors. This nominee must be a current designee for an Organizational Member, as either the organization's Contact, Voting Delegate, or representative to one of the Working Groups. The names of these designees shall be on file at the C-FAR office. The nominee shall not be an employee or contractor of an entity that receives C-FAR funding, or a C-FAR staff employee, or a member of an employee's or contractor's immediate family.
- 3.2 The Nominating Committee shall review nominees submitted for consideration by the Organizational Members, and prepare a slate of nominees not to exceed the number of directors to be elected to the Board of Directors at the Annual Meeting. At the discretion of the Nominating Committee, a list of all nominees may be presented to the membership. The report of the Nominating Committee must be provided to the membership in advance of the Annual Meeting, as outlined in Article IV, Section 6, for Notice of Plenary Meetings.
- 3.3 Election of directors shall be conducted as outlined in this Article, Section 2. Nominations from the floor, during the meeting in which elections are held, will be received according to Roberts Rules of Order. Eligible nominees from the floor are outlined in 3.1 of this section.
- 3.4 Elections shall be by written ballot from among declared candidates, or by such other means agreed to through consensus of those in attendance at the Annual Meeting. Proxy voting will not be allowed.

## Section 4. Meetings of the Board of Directors

- 4.1 The Board of Directors shall meet as their respective members shall decide, and at the call of the chair or of one-third of the Board's listed members provided that the chief staff member or Treasurer may authorize or restrict funding for meetings to accommodate financial restraints.
- 4.2 Timely notice of scheduled C-FAR Board of Directors meetings shall be provided to all Organizational members.
- 4.3 Any C-FAR participant may request, of the C-FAR Board Chairman, an agenda item be considered.
- 4.4 The Board of Directors may take action outside a meeting, provided consensus is reached by all members of the Board. Actions of this type may be executed by mail or any electronic communication method, and any such action shall be ratified at the next regular meeting of the Board of Directors.
- 4.5 Minutes shall be taken of all Board of Directors meetings and distributed to the contact person of each C-FAR Organizational Member or other persons upon request. Minutes may also be made available through other means, such as the C-FAR web site.

## Section 5. Quorum and Approval of Business

The quorum for transaction of business requiring a vote of the Board shall be 50% of the directors.

- 5.1 The Board of Directors may utilize parliamentary procedure when consensus is not possible or appropriate.
- 5.2 If less than 100% of the Directors are present, and a quorum is present, a minimum of three directors must be in agreement for the passage of any action.

# C-FAR Bylaws

## **ARTICLE VI. OFFICERS**

### Section 1. Election of Officers

The Board members-elect shall select from among themselves, prior to the start of each year, the C-FAR officers for that coming year. Each Board member shall be eligible for any office, with the exception of the Past Chair per Article V, Section 2.4. Officers shall be elected and serve until the next annual officer election.

### Section 2. Officers and Duties

The officers of C-FAR shall be a Chair, a Vice-Chair, and a Secretary-Treasurer. Unless otherwise provided by the Board: a) the Chair shall develop agendas for, and preside over, Board and plenary Council meetings, and serve as principal C-FAR spokesperson. b) the Vice Chair shall provide program assistance to the Chair and serve as presiding officer in the absence of the Chair or at the direction of the Chair. c) the Secretary-Treasurer shall see that administrative and treasury practices are in accord with Council requirements and good practice. d) the remaining three Board members shall serve on, and be available to serve as Chair of such committees as the Board may so determine, and shall have such other tasks as the Board may determine.

## **ARTICLE VII. STANDING CHAIRS AND AD-HOC COMMITTEES**

### Section 1. Standing Committees

Unless otherwise provided by the Council or by the Board of Directors, standing committees and their functions shall be as follows:

- 1.1 Legislative Committee – Monitor all legislative activity, state and federal, which may impact C-FAR or its mission and objectives. Develop recommendations for Council or Board approval. Implement and execute plans.
- 1.2 Finance Committee – Assist the Treasurer in matters pertaining to the finances of the organization. Prepare budgets and make other financial recommendations for Council or Board approval.
- 1.3 Research Committee – Inquire into and prepare reports on current and planned research in Illinois on food and agriculture. Seek recommendations on research needs from: a) research professionals at the Illinois universities currently conducting such research or elsewhere, b) interested persons and groups, and c) the public. Identify research beneficiaries. Prepare recommendations on research needs, processes, and impacts, and pursue their implementation as authorized. Develop ways to engage public participation in planning and evaluating the process and impact of research activities, so as to foster public confidence in ongoing food and agricultural research.
- 1.4 Membership Committee – Obtain and retain members. Develop ways to build consensus within C-FAR on specific issues, and coalitions for supporting C-FAR programs.
- 1.5 Rules and Procedures Committee – Monitor C-FAR processes, and develop proposals for improvements as needed, in consultation with the other committees.

### Section 2. Standing Committee Chair and Member Appointments

- 2.1 Standing committee chairs shall be members of the Board of Directors, or other qualified participants. The Chair of the Board shall appoint the standing chairs, with the concurrence of the Board of Directors.
- 2.2 Members of standing committees shall be C-FAR participants or representatives of a C-FAR organization. The Chair of the Board shall appoint committee members, with the concurrence of the Board of Directors.

# C-FAR Bylaws

## Section 3. Ad-Hoc Committees

The Council or the Board may establish ad-hoc committees. The purpose and membership makeup of ad-hoc committees shall be defined at their establishment. The chair of such ad-hoc committees shall be appointed by the Chair of the Board, or in such other manner agreed to by the Board of Directors. The Chair of the Board shall also appoint representatives to special events, councils, etc.

## Section 4. Rules

Each committee, standing or ad-hoc, or other entity may adopt rules for its own governance not inconsistent with these bylaws or with rules adopted by the Council or the Board.

## **ARTICLE VIII. STAFF & SERVICES**

### Section 1. Authorization for Services

Subject to direction of the Council, the Board may enter into contracts and prescribe the terms and conditions of each contract.

## **ARTICLE IX. CONTRACTS AND FINANCES**

### Section 1. Contracts

The Board of Directors may authorize any officer of the Board or employee to enter into any contract or execute and deliver any instrument in the name of, or on behalf of, C-FAR. No such obligations shall be entered into except as authorized and directed by the Board.

### Section 2. Banking

- 2.1 All funds of C-FAR shall be deposited in such banks or other depositories as the Board designates.
- 2.2 All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of C-FAR shall be signed by the Secretary-Treasurer or by others duly authorized by the Board. If payment of money exceeds \$5,000, two signatures shall be required. The Board shall designate individuals (board members or the Executive Administrator) to be authorized to act in this behalf.

### Section 3. Budget

The Council shall adopt annual budget(s) of expected receipts and authorized expenses. Proposed budget(s) shall be provided to Organizational member Voting Delegates for consideration by mail, or any electronic communication method, or may be presented at a plenary meeting of the membership. If provided by a means other than at a plenary meeting of the membership, the communication shall include a mechanism and/or instructions for the Voting Delegate to respond.

### Section 4. Gifts

The Board, or persons authorized by it, may accept, on behalf of C-FAR, any kind of contribution, gift, grant, bequest or devise for the general purposes, or for any special purpose, of C-FAR.

# C-FAR Bylaws

## Section 5. Audit

An annual audit of the financial records shall be conducted and made available to the membership.

## **ARTICLE X. BOOKS AND RECORDS**

### Section 1. Books and Records

C-FAR shall keep correct and complete books and records of account and minutes of the proceedings of the Council and its entities, and shall keep at the registered or principal office, or at such location as the Board may direct, a record giving the names and addresses of its members in each class, the members of each committee and of the Directors.

### Section 2. Reports

The Board shall annually publish a report about C-FAR's activities and accomplishments.

## **ARTICLE XI. INDEMNIFICATION**

The Corporation shall indemnify the members of its Board of Directors, its officers, former members of its Board of Directors and former officers, or any person who serves, or may have served, at its request by its election or appointment as a director or officer of another corporation, for all sums which they, or any of them, shall become legally obligated to pay as damages, and for expenses actually or necessarily incurred by them in connection with the defense or settlement of any cause of action, suit or proceeding in which they, or any of them, are made parties, or a party, by reason of being or having been a member of the Board of Directors, officer of the corporation or elected or appointed director or officer as aforesaid, notwithstanding that the allegations of any cause of action, suit or proceeding may be false, fraudulent or groundless. If the Board of Directors so authorizes, any person entitled to the benefits of this Corporation's indemnification may be indemnified for expenses actually and necessarily incurred prior to the final adjudication of any such action, suit, or proceeding but only if the person seeking indemnification acknowledges in writing that he or she shall be legally bound to reimburse the corporation if such person is adjudged in such action, suit or proceeding to be liable for willful misconduct in the performance or duty or such action, suit or proceeding is settled by the agreement predicated upon the existence of such liability.

## **ARTICLE XII. AMENDMENTS**

These Bylaws may be amended, or repealed and new Bylaws adopted, by a two-thirds vote of the Council in plenary session, provided there has been notice in accordance with ARTICLE IV, Section 6.1, and said notice has included the full text of the amendment.

Adopted by the Council, December 9, 1994. Amendments adopted by the Council, November 17, 1998, August 24, 1999, August 21, 2000, August 21, 2001, August 20, 2002, February 18, 2003, August 24, 2004, February 28, 2006, February 20, 2007.

Attest:

*Fred L. Bradshaw*

Fred Bradshaw  
Secretary

# Conflict of Interest Statement

## Conflict of Interest Statement

C-FAR, through its membership and affiliated university and research-related entities, is entrusted with providing direction, oversight and implementation of public investments of funds to enhance the food and agricultural industry.

Participation in C-FAR activities by all members is highly encouraged. This involvement enhances professional skills and constitutes public service, and at the same time, is of tremendous benefit to furthering the goals and mission of C-FAR and the intent of State of Illinois funds.

Because such activities can lead to perceived or real conflicts of interest in regard to one's responsibility to C-FAR and the state appropriation, the need exists for a general understanding and awareness regarding conflicts of interests. Each university that is named as a recipient of C-FAR funds in the Food and Agriculture Research Act has a conflict of interest policy that is practiced. The C-FAR membership, including C-FAR representatives of this membership, must also adhere to a high ethical standard. C-FAR members (hereafter referred to as "Members"), by observing the following principles, will ensure the confidence of Illinois citizens in the integrity of C-FAR processes and make certain that they are performing their public service commitment to the highest standard.

- Public service is a public trust, requiring Members to place loyalty above private gain.
- Members, when a potential conflict of interest may exist, shall disclose and appropriately modify their participation.
- Members shall not engage in financial transactions using C-FAR information or allow the improper use of such information to further any private interest.
- Members shall put forth honest effort in the performance of their responsibilities.
- Members shall make no unauthorized commitments or promises of any kind purporting to bind C-FAR or the State of Illinois appropriation in ways other than as provided for in the Food and Agriculture Research Act.
- Members shall act impartially and not give preferential treatment to any entity or individual.
- Members shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.
- Members shall endeavor to avoid any actions creating the appearance that they are violating the law or ethical standards.

Conflict of interest activities shall not be tolerated and the C-FAR Board of Directors, in cooperation with the C-FAR Rules and Procedures Committee, shall review suspected or known activities of this kind.

*Adopted by the C-FAR Membership on February 20, 2001*

# Confidentiality Statement

## C-FAR Member Confidentiality Statement

Illinois Council on Food and Agricultural Research (C-FAR) members have the unique opportunity to engage in the direction-setting process for publicly funded food and agricultural research in Illinois. In partnership with the State of Illinois, Illinois universities, and other public research entities, C-FAR members play a key role in identifying our state's most pressing research needs.

C-FAR members are granted the opportunity to participate in the review and prioritization of research proposals for funding. Along with this opportunity come certain responsibilities. Because research proposals may contain confidential information, C-FAR members are responsible for treating such information as confidential.

C-FAR and our university and related research partners have been entrusted with investing State of Illinois general revenue funds in the public interest and must abide by all federal and state laws and regulations. C-FAR's university partners, in particular, are subject to the Freedom of Information Act. While this act requires that public agency information be available to the public, it recognizes that research proposals may contain confidential information and, in certain instances, are exempt from treatment as mandatory public information.

C-FAR seeks to fully comply with all state and federal laws and regulations, including maintaining the confidentiality of research proposal information. *C-FAR members and others who are provided research proposals and similar documents shall not make public any part or parts of such documents without authorized approval.*

By acting in such good faith and in harmony with state and federal laws and regulations, the C-FAR membership will be able to continue to effectively guide and direct the C-FAR appropriation.

*Approved by the C-FAR Membership on August 21, 2001*

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