

## EXECUTIVE SUMMARY

We administered the ICE© survey (Appendix A) via email in June 2020. Participants included project leaders and active project members (n = 16), and pilot project PIs (n = 23). Response rate was 90% (35/39). Respondents rated “overall leadership” of the Center at 6.51 (where 1 = not at all effective, 7 = highly effective). This compares to 6.6 score in 2019<sup>1</sup>.

Twenty-one respondents also provided open-ended comments. Center strengths are found in Table 1. Specific recommendations for Center improvements are in Table 2.

Respondents continue to rate governance and leadership of the Center very highly. Themes of Center strengths include:

- Strong organizational mechanisms in place to support PIs with resources, reporting, fiscal matters
- Excellent continuing education through seminars, workshops, etc
- Highly active community outreach activities
- Engaged communication with EAB
- Shared vision and mission supported through monthly meetings, dissemination support
- Positive relations between administration, PIs, support staff

Some specific suggestions for improvement (See Table 2):

- Develop new ways to interact/engage with EAB (considering COVID limitations this year)
- Showcase past projects for review by new potential applicants
- Provide leadership mentoring
- Share fiscal budget reports
- Have more external speaker sessions
- Provide help with information technology, research design, bio-statistics
- Use social media to engage with community stakeholders

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<sup>1</sup> All previous years of ICE administration included the External Advisory Board members who meet annually. For this survey, we did not include the EAB members because they did not meet during Spring 2020 due to COVID restrictions.

**Table 1. Quotations about Center Strengths from ICE Survey Comment Section**

<b>Aim 1.</b>	
Center Administration has a mechanism in place to plan, coordinate, and evaluate research, outreach, and cross-disciplinary efforts.	<ul style="list-style-type: none"> <li>• Well organized and execution of outreach services especially when considering emerging issues i.e. Midwest flooding as well as current pandemic educational resources shared amongst meat packing plants and feed yards. Well done!</li> <li>• Many connections in the agricultural community. Always willing to reach out and connect people.</li> <li>• [There is a] structured process for evaluating applications for pilot projects and the results from such projects. ...seeks input on plans for future research and outreach efforts.</li> <li>• Reports from grants are required and the tracking system used to recorded activities is user friendly."</li> </ul>
<b>Aim 2</b>	
Center Administration engages the External Advisory Committee in planning and governance.	<ul style="list-style-type: none"> <li>• Faithfully regularly engages the External Advisory Committee in planning and governance. This is highly visible at annual onsite meetings.</li> <li>• [There is] open discussion during annual meeting and follow-through on ideas from the EAC throughout the year</li> <li>• [The Center leadership] meets annually with the External Advisory Committee, presents the year's activities and seeks feedback from the Committee members, who are kept informed of the work throughout the year. The leadership then works very hard to implement the suggestions of the EAC."</li> </ul>
<b>Aim 3</b>	
Center Administration oversees fiscal and resource management, maintains records, and compiles Center reports.	<ul style="list-style-type: none"> <li>• [They do] an exceptional job overseeing fiscal and resource management, maintaining records, and compiling Center reports.</li> <li>• Annual reports.... help evaluate all CS-CASH functions. They are used to create an outstanding annual CS-CASH report</li> <li>• You are spending your resources very wisely."</li> <li>• I respect your efforts to carefully watch the budget. I know you have an outstanding decision making process in place and trust your leadership with a great deal of integrity.</li> </ul>

	<ul style="list-style-type: none"> <li>• [They] demonstrated time and time again fiscal responsibility and accountability as well as putting the resources in the hands of those in greatest need. Thank you!</li> </ul>
<b>Aim 4</b>	
<p>Center Administration facilitates seminars, meetings, workshops, advisory committee meetings and conferences.</p>	<ul style="list-style-type: none"> <li>• [They do] an outstanding job of continuously, effectively facilitating seminars, meetings, workshops, advisory committee meetings and conferences. Example Bison Worker Roundtables.</li> <li>• [They] facilitate meetings excellently. There is the monthly CS-CASH meeting, which is available to anyone electronically. Important issues are discussed and project reports are presented and discussed. CS-CASH also distributes information about a wide variety of meetings, workshops, and conferences dealing with various issues of ag safety and health.</li> <li>• [There are] multi-disciplinary professionals with varying levels of knowledge and experience aid in the strength and engagement of the audience in understanding and ability to effect personal and public change.</li> <li>• This is well done. There are opportunities to engage and a welcoming spirit in all they do. It is very appreciated!</li> </ul>
<b>Aim 5</b>	
<p>Center Administration provides centralized services to investigators regarding information technology, research design, bio-statistics, recruiting subjects, surveillance, outreach, and evaluation.</p>	<ul style="list-style-type: none"> <li>• Lots of information is offered to participants and investigators. If the information one needs is not apparent, one needs only to ask, to receive it. CS-CASH is a trusted source of information and expertise.</li> <li>• I am always very interested in the presentations. I am very pleased that you continue to have the outreach component.</li> <li>• Your evaluation process appears to be right on. I have been to a lot of agricultural safety seminars, workshops, conferences, and meetings for more than 3 decades. I rank your Center very highly.</li> <li>• As an observer to the work of the pilot investigators, I appreciate the resulting findings and ability to impact change on a larger scale. I assume the PI's have the resources available at their fingertips so that work maybe accomplished in an efficient and productive manner.</li> <li>• All of the IT skills I saw were excellent and useful.</li> <li>• The Center has an exemplary record of publications by pilots and funded investigators -- this is a great example of meeting this goal.</li> </ul>
<b>OVERALL COMMENTS</b>	<ul style="list-style-type: none"> <li>• CS CASH Center Administration always exceeds expectations in fulfilling all of these administrative responsibilities by continuously functioning at the highest level in all administrative activities.</li> <li>• Outstanding organization in policies and practices.</li> <li>• Would have been useful to define what is meant by CS-CASH leadership and center administration. Ellen Duysen is an essential aspect of the leadership and central administration. If we did not have someone of her caliber, the center would be far less effective.</li> </ul>

- A great group to work with.
- Now more than ever, the work of the center is of crucial need as new uncharted waters are embarked upon amidst this pandemic. #Farm On is a way of life and will continue to be. We need the Center's fine work to keep illuminating a safe and healthy path to continue the noble work of farmers and ranchers.
- This is a great organization and I'm proud to be associated with it.
- Excellent vision, execution, and use of resources!
- The 2020 CS-CASH introductory video is nicely done!
- Thank you very much for your efforts moving my science forward smoothly.
- This is my favorite organization to work with because they constantly exceed expectations and do so with a smile and laughter.
- Thank you for allowing me to comment.
- CS-CASH is a great resource and asset to the central states. Research and outreach efforts have worked to address longstanding challenges to sudden needs (including flooding and the COVID-19 pandemic).
- Excellent group to work with!
- Having been deputy director of another NIOSH Ag Center, and thus in contact with the other 10 such centers, I think CS-CASH ranks in the top 3 such centers in overall performance among said centers.
- CS-CASH has done a great job being responsive-- as pilot project PIs, when we have questions, they are answered within a couple days and we can depend on people like Ellen and Aaron to help us find the resources that we need.
- A terrific team of people have made the Center what it is -- and of course, good leadership from Risto and Ellen.

Table 2. Quotations regarding Recommendations for Improvement from ICE Survey Comments

Recommendations	2020/2021 Action Plan	Status
<p><b>Aim 1</b> Center Administration has a mechanism in place to plan, coordinate, and evaluate research, outreach, and cross-disciplinary efforts.</p>		
<ul style="list-style-type: none"> <li>• Continue to foster strong rural public and private relationships to aid in efficient and productive resources implementation and activation. Getting what the rural folks need, when they need it- is key!</li> <li>• Developing <b>mentorship program to nurture future leadership</b> in the center.</li> <li>• Is there a system in place to <b>showcase past projects for review by new potential applicants</b> for projects?</li> <li>• None-- it works well to have eval reminders and reminders about events at the monthly CS-CASH meetings, alongside the 'presenter', but sometimes the two 'presenters' can take up a large amount of the time-- perhaps consider doing only one presentation and leave the rest of the meeting for admin items.</li> </ul>		

<p><b>Aim 2</b> Center Administration engages the External Advisory Committee in planning and governance.</p>		
<ul style="list-style-type: none"> <li>• <b>New ways may be needed to obtain discussion and feedback from the EAC</b> on CS-CASH activities and priorities.</li> <li>• Interact with <b>the EAC more</b> than yearly.</li> <li>• As virtual methods to gather and continue the good work of the center continue, may the External Advisory Committee hold an annual meeting in this space?</li> <li>• <b>Further involvement of the External Advisory Board</b> would be welcome.</li> <li>• Provide opportunity for CS-CASH member to interact with external advisory committee members.</li> <li>• There have been times where I have <b>felt 'less than' by comments</b> (or some jokes) made in meetings. It may have easily been my own personal insecurity getting in the way but I thought it important to share that because it happened more than once. At times it is not clear what expectations are for some things, for instance pilot projects may not always use the same language as researchers and that can be a barrier.</li> <li>• I'm unsure of how the external advisory committee works.</li> </ul>		
<p><b>Aim 3</b> Center Administration oversees fiscal and resource management, maintains records, and compiles Center reports</p>		
<ul style="list-style-type: none"> <li>• <b>Regular fiscal budget report could be shared</b> with the member.</li> <li>• There was some delay in the movement of pilot funds to my institution. My funding came from a state source and that caused some confusion but it was sorted out eventually. There should be clear messaging about the impact of COVID on grant timelines and use of funds. Will the funds just expire? or will there be carryover.</li> <li>• <b>Regular fiscal budget report</b> could be shared with the member.</li> <li>•</li> </ul>		

<p><b>Aim 4</b> Center Administration facilitates seminars, meetings, workshops, advisory committee meetings and conferences.</p>		
<ul style="list-style-type: none"> <li>• Would like to have <b>more external speaker sessions</b> throughout the year on campus</li> <li>• No suggestions for improvement - CS-CASH is a valuable source of such information.</li> <li>• Continued creativity to engage virtually maybe fortuitous beyond the confines of the pandemic</li> <li>• Better <b>utilize social media or internet (such as podcast) to facilitate discussion with community stakeholders.</b></li> </ul>		
<p><b>Aim 5</b> Center Administration provides centralized services to investigators regarding information technology, research design, bio-statistics, recruiting subjects, surveillance, outreach, and evaluation.</p>		
<ul style="list-style-type: none"> <li>• I would love to know what these resources are and who to <b>contact regarding resources for statistics and design.</b></li> <li>• <b>IT services</b> in the COPH can be frustrating.</li> <li>• This <b>could be stronger.</b></li> <li>• <b>Re-introduce those services during monthly meeting to remind CS-CASH members how to access those services?</b></li> <li>• <b>Study coordination support</b> and/or checklists.</li> <li>• The list of services are available for CS-CASH members, however, it is <b>unclear how to access those services.</b></li> </ul>		