

U.S. Pork Center
of Excellence

Communities of National Cooperation

2011/2012 Annual Report

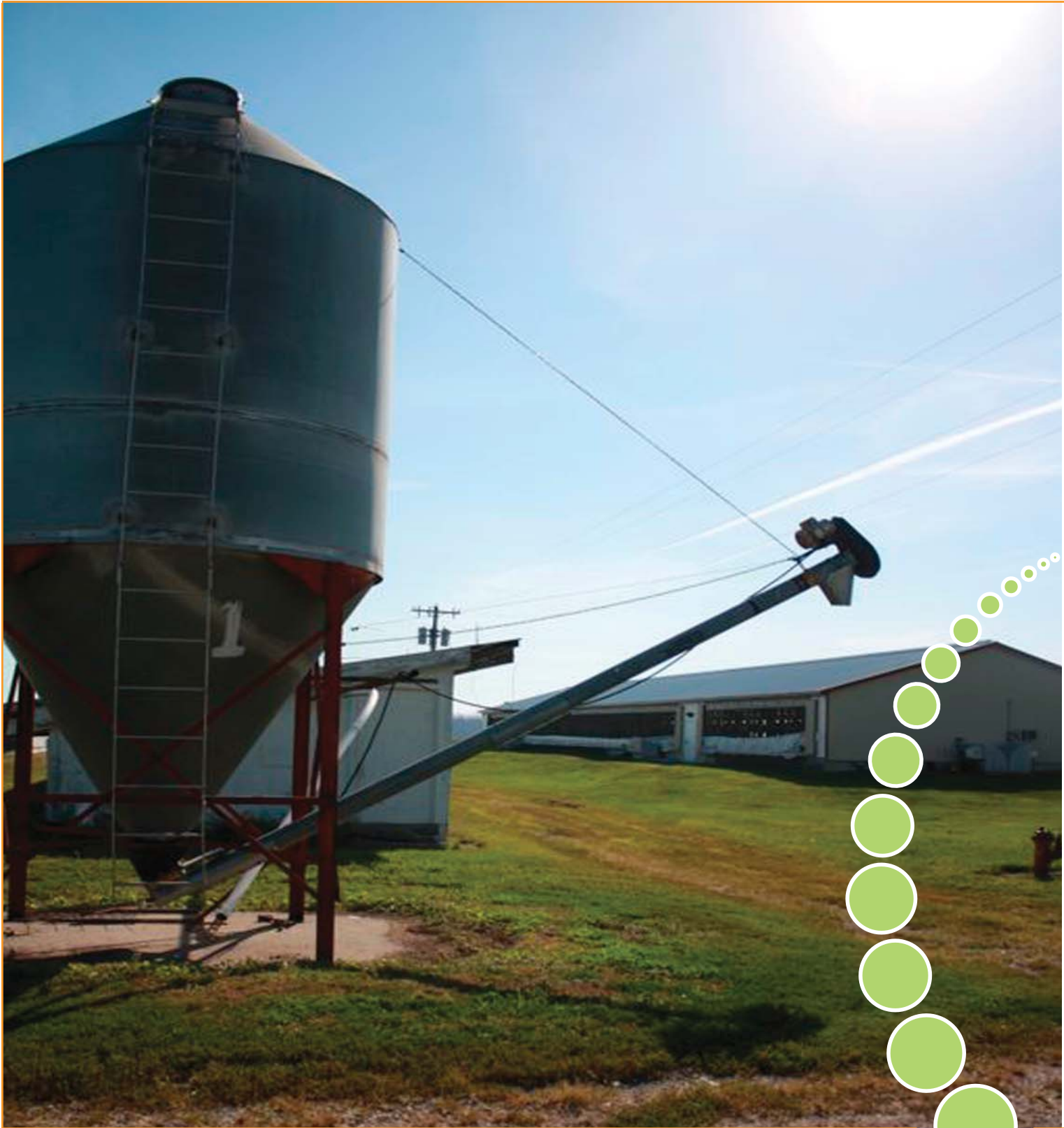


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USPCE Vision

The vision of the USPCE is to advance

1. U.S. pork production as the world-class standard.
2. A new paradigm for how research is conducted and how information is delivered.
3. Society's understanding and valuing of U.S. pork producers' contributions to the economy, environment, community, and consumer health and well-being.
4. A thriving U.S. pork production industry.

USPCE Mission

The mission of the U.S. Pork Center of Excellence (USPCE) is to add value to the pork industry by facilitating research and learning for U.S. pork producers through national collaboration.

USPCE Board of Directors

Representing University Extension Directors

Dean Beverly R. Durgan, University of Minnesota

Representing Colleges of Agriculture

Dean Bobby Moser, The Ohio State University

Representing Colleges of Veterinary Medicine

Dean Lisa Nolan, Iowa State University

Representing Departments of Animal Science

Dr. Alan Mathew, Purdue University

Representing Iowa State University

Dean Wendy Wintersteen, Iowa State University

Representing National Pork Board

Chris Novak, National Pork Board CEO

Leon Sheets, Ionia Pigs, Inc.

Derrick Sleezer, Sleezer Fertility Center

Representing National Pork Producers Council

Neil Dierks, NPPC CEO

Mike Wehler, Wisconsin Pork Association

Phil Howerton, Missouri Pork Producer

Representing State Pork Associations

Rich Degner, Iowa Pork Producers Association

Representing Corporate Sponsors

Dr. Paul Matzat, Genus PIC, Inc.

Representing USDA/ARS Ex-Officio

Dr. Mark Boggess, USDA/ARS

Representing USDA/NIFA Ex-Officio

Adele Turzillo, USDA/NIFA

USPCE Staff



David Meisinger
Executive Director
Dr. Meisinger oversees the operations of the USPCE. He is responsible for government and partner relations, public relations and funding.



Maggie DenBeste
Program Coordinator
Maggie coordinates the Swine Science Online and Professional Swine Managers Programs, working with swine educator experts

across the country to develop and manage the courses. Her other duties include assisting the NPB in the development of the Certified Swine Managers Program.



Barbara Kalsem
Administrative Assistant
Barb's time is shared with the Agricultural & Biosystems Engineering Department at Iowa State University. She is responsible for travel arrangements, accounts payable and receivable, and purchasing cards for employees.



Kelly Collins
Communications Specialist
Kelly is responsible for managing the Pork Information Gateway (PIG), USPCE and eXtension websites. Kelly also creates and executes

the marketing plan for PIG, plans meetings, attends tradeshow, writes newsletters and designs collateral pieces for USPCE and its programs.



Connie Cannon
Grants Coordinator
Connie is responsible for preparing grant proposals for submission to the federal government, foundations, and non-government organizations. Connie also oversees the USPCE finances.

USPCE interns Erin, Cody and Chelsey have helped tremendously with USPCE's projects and programs. They helped develop and compile the Swine Faculty Directory, ARS research results and the Pork Information (cont.) Gateway numbering database. Whatever we send their way, Erin, Cody and Chelsey are always ready and willing to learn new things and tackle big projects. At the end of the school year, Erin left USPCE to begin her work on her DVM.



Erin Bouslog



Cody Niess



Chelsey Branderhorst

USPCE Interns



Letter From the Director

We have had another interesting and productive year at the US Pork Center of Excellence. One of the highlights was the completion of a strategic assessment of the organization. The Pork Checkoff sponsored the review in order to determine if USPCE is doing unique work that is adding to the needs of the industry and academia. We have included an executive summary of that assessment on page 24 in this report. Suffice it to say the report concluded that USPCE is still very much needed. The assessment was done through interviews of several stakeholders throughout the industry, academia and government. This was an opportunity to conduct a forward visioning for the organization. Overall, the report was very positive, although there were several points made that were different from anything we had considered before.

In 2011-2012 we were able to obtain funding for the National Swine Repro Guide. The Repro Guide will be a web-based decision tree format with principle funding coming from Pork Checkoff but with several states and a few companies chipping in to complete the financial needs. That project is in development with Dr. Don Levis, professor emeritus at the University of Nebraska, leading the charge. Read more about the Reproduction Guide on pages 20 and 21. We also submitted a Higher Education Challenge Grant from USDA/NIFA for training all our on-line instructors with Swine Science Online and our new Professional Swine Managers programs.

We spent a good deal of time this year in development of a grant proposal on climate variability for a \$10 million CAP grant from USDA/NIFA. A steering committee comprised of Dr. Erin Cortus, SDSU, Dr. Rich Gates, UIUC, Dr. Larry Jacobson, U MN, Dr. Jacek Koziel, ISU, Dr. Jim Pettigrew, UIUC, and Dr. Jiqin Ni, Purdue, provided a lot of time and input. We should know something this fall.

The Niche Pork Marketing Working Group has been operating in Iowa for the past ten years and has made a great deal of progress in connecting niche producers together. Now, they are disbanding

in deference to developing a national program building on all their success in the past. They want to be organized under the auspices of USPCE. Going forward, we will concentrate on the development and collection of materials for publishing on the Pork Information Gateway (PIG). The latter has just seen a massive revamping. PIG has been stripped down to its essential form, which is a library of everything you ever wanted to know about pork production. The new format does not require a log in to enter the site. The search function is also much more robust than ever before.

We have devoted a large amount of effort this past year to making sure that authorization language for “centers of excellence” stays in the new Farm Bill. We were successful in getting this language along with an authorization for an appropriation in the Senate version. We have also been successful with keeping this authorization language in the House version. We will stay abreast of these discussions as the Farm Bill goes to conference and is voted upon by all members. We have also been working with USDA to include a line item for this support in their budget recommendations. We still have work to do in this arena.

Our small staff and a couple of very capable student workers have been very prolific in developing many programs and producing many useful outcomes and impacts through our USPCE programs. I am very pleased to have such an exceptional crew working for me. I hope for more positive results in the future.

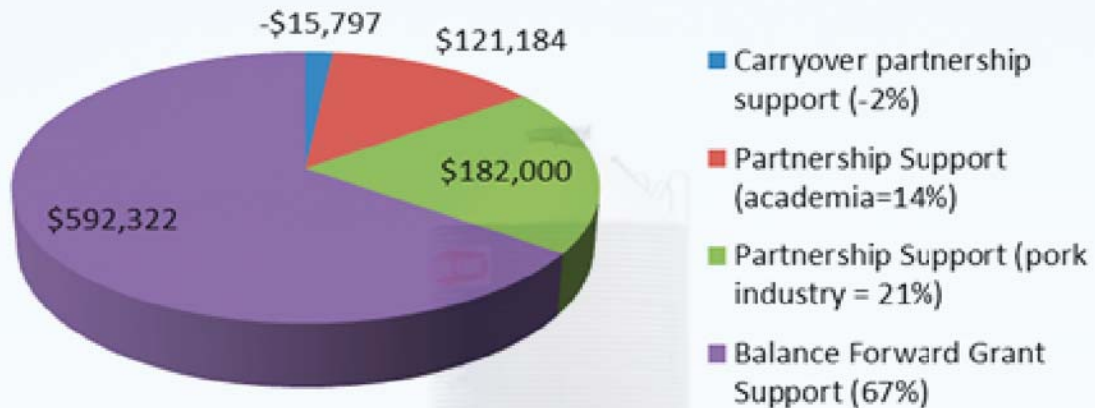
David Meisinger

Dr. David Meisinger
Executive Director

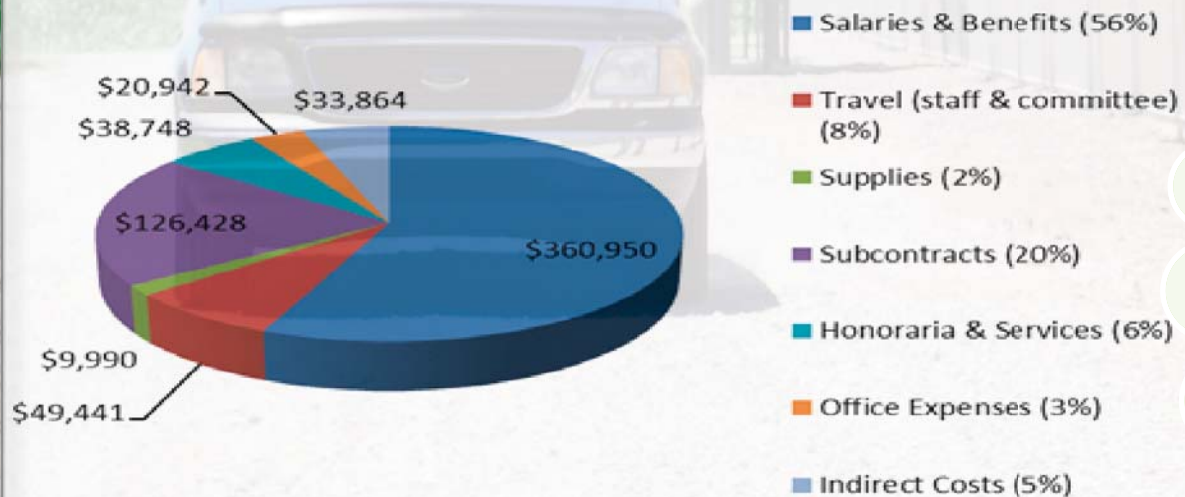


FY 2012 Year End Financial Report

FY 2012 Revenue: \$879,709

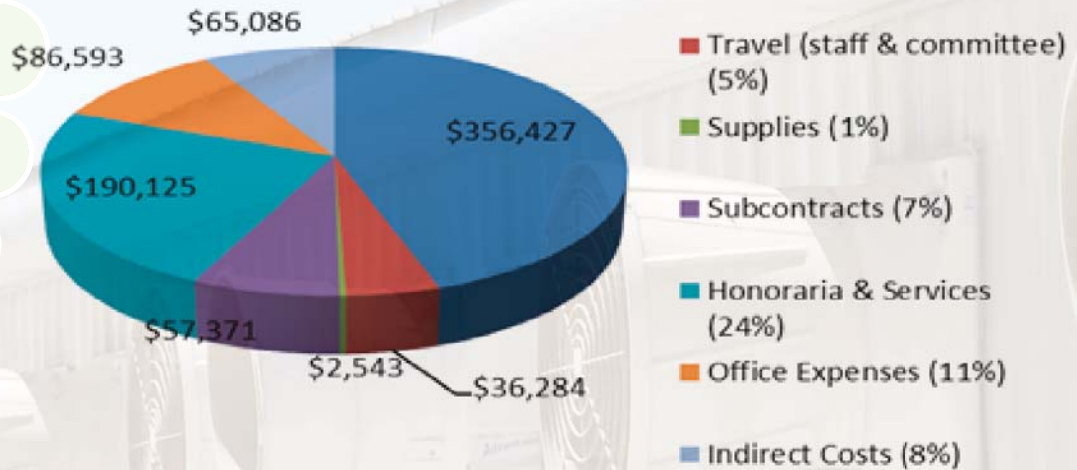


FY 2012 Expenses: \$640,363

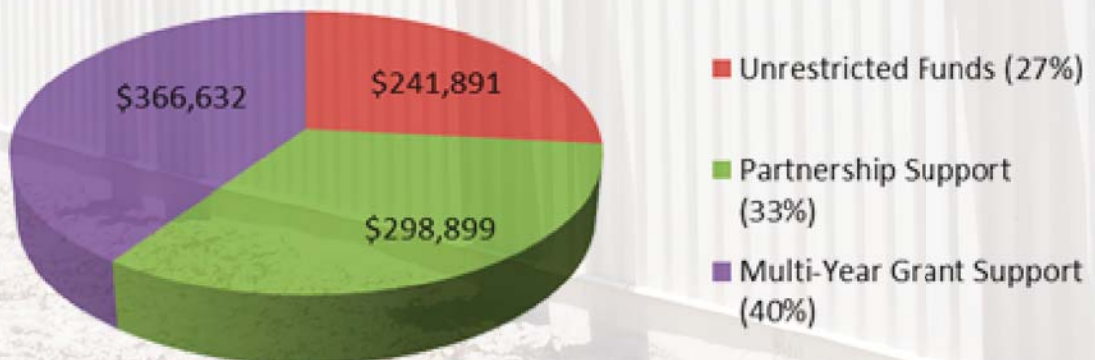


FY 2013 Estimated Budget

FY 2013 Budgeted Expenditures \$794,429



FY 2013 Budgeted Revenue: \$907,422



Swine Science Online

Swine Science Online (SSO) has had much success since its inception in Fall 2010. Emily Haugen of Rochester, Minnesota and Maaik Campbell of Ontario, Canada have both already completed the 12-credit program and received their certificate. They had positive experiences with SSO and felt it was accommodating for their busy schedule.

“I was able to work at a pace that was convenient for me and at times that worked for me,” Campbell says. “It also allowed me to pick classes that were of most interest to me and allowed me to look at my own operation in a whole new way. The professors were absolutely awesome. They had such a wealth of knowledge that I made sure to keep their contact information!”

Haugen agrees that the program was convenient. “The Swine Science Online program was the first thing that popped up that was convenient because I could still work full-time.”

Both women also feel SSO will help accelerate their career growth. “I think it will help me to be more academically trained in my field of work and help me to pursue a great career in the pig industry,” Haugen says. “I didn’t realize all of the opportunities that exist with getting this certificate.”

Classes are currently offered at Colorado State University, Iowa State University, North Carolina State University, South Dakota State University and University of Missouri.

VISION: Ensuring that the pork industry is led and

managed by individuals who have broad educational and production experiences that better prepare them for these roles.

EDUCATION: SSO teaches scientific principles and management skills involved in pork production for an efficient and sustainable production system.

DELIVERY: The majority of these courses are delivered via distance education to universities across the country through AG*IDEA.

STUDENTS WILL:

- Integrate disciplines and concepts with applications to facilitate problem solving.
- Combine understanding of scientific principles with management skills involved in pork production.
- Recognize and successfully compete for career opportunities within the pork industry.
- Apply personnel, facility, fiscal and livestock management principles and practices in swine enterprise.
- Demonstrate basic swine husbandry skills.
- Understand the impact of societal and industry issues and challenges on production management systems.

Visit www.usporkcenter.org for more information!

Policy Committee:

- Chair: Dr. Jodi Sterle, Iowa State University
- Vice-Chair: Dr. Tom J. Baas, Iowa State University
- Dr. Don Boggs, Kansas State University
- Dr. David Buchanan, North Dakota State
- Dr. Kenneth Esbenschade, North Carolina State University
- Dr. Alan Grant, Virginia Tech
- Dr. Maynard Hogberg, Iowa State University
- Dr. Nancy A. Irlbeck, Colorado State University
- Mary Langhorst, Wakefield Pork
- Dr. Ralph Noble, North Carolina A&T State University
- Dr. Todd See, North Carolina State University
- Dr. David Meisinger, U.S. Pork Center of Excellence
- Maggie DenBeste, U.S. Pork Center of Excellence

Curriculum Committee:

- Dr. Tom J. Baas, Iowa State University
- Dr. Kelly Zering, North Carolina State University
- Dr. Charles Stark, North Carolina State University
- Dr. Dana Hanson, North Carolina State University
- Dr. Duane Reese, University of Nebraska-Lincoln
- Dr. Tim Safranski, University of Missouri
- Dr. Chris Hostetler, South Dakota State University
- Dr. Sang Oh, North Carolina A&T University
- Dr. Jodi Sterle, Texas A&M University
- Dr. Ken Kephart, Penn State University
- Dr. Jay Harmon, Iowa State University
- Dr. Billy Flowers, North Carolina State University
- Dr. Jim Kliebenstein, Iowa State University
- Dr. Locke Karriker, Iowa State University
- Dr. Cindy Wood, Virginia Tech University
- Dr. Mark Whitney, University of Minnesota
- Dr. Don Boggs, Kansas State University
- Dr. Todd See, North Carolina State University



Maaik Campbell of Ontario, Canada was the second student to successfully complete the Swine Science Online program and receive her certificate.



Emily Haugen of Minnesota was the first student to complete the Swine Science Online program. She received her certificate from David Meisinger, executive director of USPCE.

Swine Science Online

Required Courses (7 credits)

- Basic Swine Science (2 credits)
- Basic Swine Science Lab (1 credit)
- Swine Health and Biosecurity (1 credit)
- Employee Management for the Swine Industry (1 credit)
- Production Internship in the Swine Industry (1 credit)
- Production Management Course (Choose ONE)
 - Swine Breeding and Gestation Management (1 credit)
 - Swine Nursery and Finishing Management (1 credit)
 - Farrowing Management (1 credit)

Elective Courses (Choose FIVE)

- Swine Feed Mill Management (1 credit)
- Swine Nutrition (1 credit)
- Marketing and Risk Management in the Swine Industry (1 credit)
- Pork Product Quality and Safety (1 credit)
- Pork Export Markets (1 credit)
- Swine Environment Management (1 credit)
- Contemporary Issues in the Swine Industry (1 credit)
- Swine Manure and Nutrient Management (1 credit)
- Swine Business and Records Analysis (1 credit)
- Advanced Swine Science Lab (1 credit)
- Production Management Courses (Able to take TWO not taken as a req. course)
 - Swine Breeding and Gestation Management (1 credit)
 - Swine Nursery and Finishing (1 credit)
 - Farrowing Management (1 credit)



Professional Swine Manager

The Professional Swine Manager (PSM) education program was launched earlier this summer at the World Pork Expo. It's the first program of its kind offering courses remotely to individuals already working as pork production employees or those who wish to work in the barns with swine.

The PSM program focuses on technical skills, providing a hybrid, distance education with hands-on learning provided by on-farm experience. The major objective of PSM is to connect practical farm knowledge and hands-on application with knowledge acquired in the classroom.

The program also raises the bar on professionalism, focusing on continuing improvement and the We Care principles. After completing the program, students will be required to pass a test and an on-the-job evaluation to become a Certified Swine Manager.

Dr. Jeff Galle, PSM committee member and president of Global Pork Production Enterprises, Ltd. says the program is highly inclusive, available to students with or without the farm background.

"For those who do not have background or experience, the courses offered will provide the knowledge necessary to be successful on the job and prepare students for the certification exam," Galle says. "Further, an internship/on-the-job training/work

experience is designed to provide supervised practice and assessment for developing the required competencies, knowledge, skills and abilities for pork industry professionals."

The PSM education program is highly beneficial for new students or those already working who want to attain a higher level of knowledge and professionalism for themselves or their

workforce.

"This can be accomplished as part of a college level degree program or as part of what a new or developing employee might learn as training for a new position within a pork production system."

Jim Lummus, manager of producer learning and performance for the National Pork Board sees the PSM education program as a win for the pork industry, resulting in a more skilled and trained workforce.

"Completing the curriculum will help participants find employment and advancement opportunities in pork production, as well as aid in passing the certification exams to become a Certified Swine Manager," Lummus said.

GOALS of PSM

- Students have an increased potential for employment within their chosen field due to a specialized swine education and certification.
- Students have access to a high-quality, comprehensive program that will address the skills needed to be successful in the pork industry.
- There is increased potential for students who participate in this program to go on to attend a four-year institution.
- PSM addresses the potential shortage of an educated, skilled workforce, increasing the competitiveness of the U.S. pork industry.
- Community colleges will be responsive to the needs of the industry within their state.

For more information, please visit www.usporkcenter.org.





PSM Curriculum Committee

Pete Neigebauer, Instructor, South Central Community College

Kristin Hammen, Instructor, Iowa Lakes Community College

Jeff Galle, Instructor, John Wood Community College

Mike Amstutz, Instructor, Ohio Agriculture Technical Institute

Mike Faga, Producer, Iowa Select Farms

Rich Rourke, Instructor, Kirkwood Community College

Bill Johnson, Instructor, Joliet Junior College

Paul Martin, Instructor, Muscatine Community College

Dwayne Faidley, Instructor, Des Moines Area Community College



Pork Information Gateway

The Pork Information Gateway (PIG) website has gotten a face lift! The next time users log in, they will find a much improved site. Information is much easier to find, with an improved search engine. Users will also have a much speedier experience on PIG, thanks to the removal of the once required log-in and the much faster and more accurate search engine. Users will find the easy to download and highly informative PIG Courses, over 1,400 References, over 2,000 Q&As and a variety of images and photos, readily available for free download.

Todd See, professor and department head at North Carolina State University is also the lead editor for PIG. See says PIG is the only site of its kind.

“The Pork Information Gateway is the reference for all things swine-related,” See says. “PIG is a free, electronic library of information that can benefit a range of people, including students, producers, farm managers, workers, academia, and business professionals.”

Mike Swan, human resources domain editor and professor at Washington State University,

says he often encourages his students to use PIG.

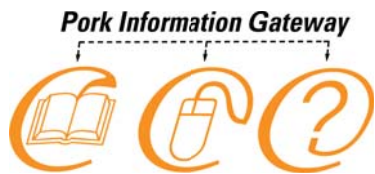
“There is just a wealth of information on PIG that can’t be found anywhere else,” Swan says. “And better yet, it can be accessed anywhere at any time for free! In this day and age, there aren’t a lot of things that are free. This is free information that can enhance your bottom line and make positive impacts on your operation. Who would pass that up?”

Visit www.porkgateway.org today!

Topics on PIG

- Production and Management Systems
- Business Management
- Human Resources
- Swine Health
- Animal Behavior & Welfare Issues
- Breeding & Genetics
- Swine Nutrition
- Reproduction
- Facilities & Equipment
- Environmental Stewardship
- Marketing
- Pork Quality
- Youth Projects
- Statistics
- Worker Health & Safety
- Niche Production





Special Thanks to Domain Editors:

Todd See
North Carolina State University

Robert Thaler
South Dakota State University

Gary Thome
Riverland College

Morgan Morrow
North Carolina State University

Mike Swan
Washington State University

Yuzhi Li
University of Minnesota

Tom Baas
Iowa State University

Brian Richert
Purdue University

Rob Knox
University of Illinois

Mark Knauer
North Carolina State University

Stephen Pohl
South Dakota State University

Erin Cortus
South Dakota State University

Erica Rosa-Sanko
Livestock Marketing Info Center

Steve Moeller
The Ohio State University

Cathy Cutter
Penn State University

Jodi Sterle
Iowa State University

Palmer Holden
Iowa State University

David Newman
North Dakota State University



National Swine Nutrition Guide

The extremely popular National Swine Nutrition Guide (NSNG) was originally released in 2009. And it gained even more interest this year after the updated NSNG Diet and Formulation and Evaluation software was released. The revised software now features an expanded feed Library, nutrient excretion module, user's guide and metric version.

"The addition of the nutrient excretion module to the National Swine Nutrition Guide Diet Formulation software provides valuable information to producers on how diet composition can affect nutrient excretion," said Joel DeRouchey, professor and extension specialist at Kansas State University, who worked on the development of the update.

"The newly developed manure value calculations can summarize manure value both by diet and/or phase feeding program compared to commercial fertilizer costs. These additions also can serve as a valuable teaching opportunity for students," he said.

Eric van Heugten, professor of nutrition at North Carolina State University who also worked on the software, believes it may change the way producers plan swine diets.

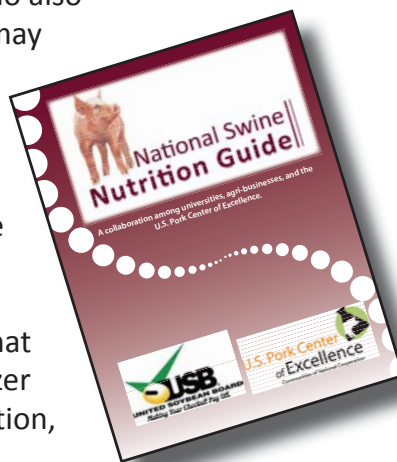
"The newly added nutrient excretion module will allow users to take the value of nutrients in manure into account when formulating diets. Therefore, different diets can be specifically designed for producers that value nutrients in manure as a fertilizer and those that do not. After formulation, all diet information can be easily transferred to the manure tab to calculate manure nutrient content and subsequent dollar

value," van Heugten said.

"When we originally released the National Swine Nutrition Guide and companion Diet Formulation Software in 2009, it was the first of its kind," said David Meisinger, USPCE executive director. "We are making history again with this latest release. This software enables producers to customize diets that best fit their operations. The metric version also makes it possible for producers across the globe to quickly formulate diets and easily use them on their farms."

Also involved in the development of software were Garland Dahlke, Iowa State University; Scott Carter, Oklahoma State University; Marcia Carlson Shannon and John Lory, University of Missouri; Bob Thaler, South Dakota State University; and Brian Richert, Purdue University.

To order, visit www.usporkcenter.org.





NSNG Steering Committee for Version 2.0

Dr. Scott Carter
Oklahoma State University

Dr. Brian Richert
Purdue University

Dr. Eric van Heugten
North Carolina State University

Dr. Joel DeRouchey
Kansas State University

Dr. Marcia Shannon
University of Missouri

Dr. John Lory
University of Missouri

Dr. David Meisinger
U.S. Pork Center of Excellence

Dr. Robert Thaler
South Dakota State University

Software Programmer
Garland Dahlke
Iowa State University



National Swine
Nutrition Guide

National Swine Reproduction Guide

The *National Swine Repro Guide* is well on its way to fruition, thanks to the hard work of expert collaborators across the U.S. The project is being led by Dr. Don Levis, professor emeritus at the University of Nebraska. The Repro Guide will be a web-based decision tree, engaging users and leading them to the most probable reproduction issues and offering solutions.

Levis says there is currently a shortage of experts on reproductive physiology in the industry and believes that's another reason why the *National Swine Repro Guide* will be highly usable for the industry.

Tim Safranski, associate professor and state swine breeding specialist at the University of Missouri, is a collaborator on the project. He says the repro guide is a game changer for producers.

"There is nothing like it available to the industry," Safranski says. "Reproductive output is a primary driver of economic efficiency of swine production, and this resource will provide an opportunity for users to tap into the knowledge base without the need for tracking down the limited folks available with expertise. If they still need expert help, at least they will have given consideration to the issue and likely be able to get to the heart of the matter rapidly."

The guide aims to help producers with a whole host of reproductive problems in their operations, including:

- Low farrowing rate
- Low litter size born live
- Decreased reproductive performance in second litter
- High pre-weaning mortality
- Late cycling weaned sows
- Anestrus weaned sows
- High sow non-productive days
- Non-cycling replacement gilts
- Weak signs of estrus in replacement gilts
- Marginally effective heat-check boars
- Low sow longevity
- Failed semen quality evaluations in young replacement boars
- Semen quality problems in mature boars studs
- Increased uterine prolapse frequency
- Increased frequency of abortion
- Increased vulva discharge frequency

The *National Swine Repro Guide* will be available in 2013.





“There is nothing like it available to the industry. Reproductive output is a primary driver of economic efficiency of swine production, and this resource will provide an opportunity for users to tap into the knowledge base without the need of tracking down the limited folks available with expertise...”

**Tim Safranski
University of Missouri**

NSRG Steering Committee

- Chair:* Don Levis - Levis Worldwide Swine Consultancy
Rob Knox - University of Illinois
Wayne Singleton - Purdue University
Mark Estienne - Virginia Tech
Billy Flowers - North Carolina State University
Mark Knauer - North Carolina State University
Tim Safranski - University of Missouri
Rodney “Butch” Baker - Iowa State University
Beth Young - University of Missouri
Ken Stalder - Iowa State University

Grants in Review

Thanks to grants, the U.S. Pork Center of Excellence has been able to forge ahead with current projects and initiate new ones during the 2011-2012 fiscal year.

With the help of USPCE partners and collaborators, development of the Swine Reproduction Guide is well under way. The combined grant support of the National Pork Board, the Iowa, Illinois and North Carolina Pork Producers Associations and four allied industry contributors has made it possible for the guide's steering committee to select the software developer and begin the project's critical design phase. This project has generated enthusiasm because it links any size producer with the available knowledge on reproductive issues and solutions through this organized, consolidated, readily accessible, computer-based, intuitive and convenient management tool. The project is slated to be completed and beta tested by June of 2013.

Grants from partners have made it possible to continue progress on two other USPCE efforts. USDA/ARS provided the staff time to support ongoing work on the Pork Information Gateway. It covered the time to not only organize the efforts of the domain editors and to format and post new items to the site, but also to make ARS swine and pork research reports accessible to a wider audience.

Developing professionalism among pork producers requires standards, opportunities to learn and train, and evidence to demonstrate the We Care philosophy. USPCE and the National Pork Board are collaborating in an intensive effort to develop workers and managers with knowledge skills and abilities necessary to be

more competent and to validate competency through a certification program. With the impending close out of the USDA's Swine Science Online grant in October 2011 and the closeout of the Professional Swine Manager grant in December, 2012, the National Pork Board provided a grant to support time for the ongoing maintenance, marketing and continuity of these two exceptional online education programs. NPB has been a sub awardee on the PSM grant.

Also ending in the fourth quarter of 2011 was the United Soybean Board grant for the National Swine Nutrition Guide. The one year extension provided the means to complete the guide's nutrient excretion module, updates and erratum. This effort was further supported by sales of the NSNG.

In response to the 2012 USDA request for proposals on climate adaptation and mitigation, the USPCE and its collaborators devoted considerable time and effort to the development of another more refined, leaner proposal. The leadership team from the 2010 effort was eager to partner again. The final proposal, submitted in January 2012, includes 33 engineers, economists, nutritionists, chemists, and veterinarians from 14 land grant universities and one ARS station. It offers a full agenda of research, education and extension over 5 years using \$10M. As with the 2010 proposal Dr. Meisinger is excited about the proposal's chances for success based on the tightly integrated research, education and extension



agenda, the passion exhibited by collaborators' commitment to five years of hard work, and the extensive team work already exhibited by the participants. The competition is fierce. While 28 proposals were submitted, only two will be funded. USPCE and the project's leadership team expect to learn in July or August of 2012 if their proposal has been selected as a finalist. Final awards will not be announced until late in 2012.

Another USPCE proposal is still awaiting a decision through the USDA/Higher Education Challenge program. This proposal's objective is to improve student learning in the SSO and PSM courses by advancing faculty teaching competency in a distance education format.

In addition to training, the project will coach instructors and consolidate existing teaching strategies and methodologies for their use. USPCE is collaborating with Dr. Greg Miller of the Agricultural Education and Studies Department of Iowa State University. USPCE expects to be notified of the proposal's status in August, 2012.

Objectives for USPCE grant management continue to follow the Board directives: continually pursue grant opportunities that are consistent with the USPCE mission/vision and industry priorities, consistently implement a communication strategy that targets a broad variety of grant sponsors, and closely manage all grant resources ensuring compliance with sponsor requirements and project goals.

USPCE Strategic Assessment

The Hale Group was contracted to survey several stakeholders to find out how the US Pork Center of Excellence (USPCE) is faring seven years after its launch and what changes in direction are apparent in order to strengthen its contribution to the future US pork industry. The study culminated in many observations summarized from the 36 interviews that took place. A series of recommendations followed. The USPCE Board of Directors will use the findings and recommendations to develop a new long range plan for the organization.

Some programs such as the Deans' Policy Council and the National Swine Nutrition Guide were met with high praise and essentially no criticism. Other programs, not understood very well by the stakeholders, were questioned and even criticized. One of those was the Pork Information Gateway (PIG). It was introduced as an Extension tool in the beginning but evolved into an educational tool utilized by each of the USPCE educational programs. It has also been upgraded since the assessment has been done so it is much more user friendly.

One of the concerns of the stakeholders was related to the financial model for USPCE funding. The contributions of the stakeholders barely covers base costs to carry the organization. Fortunately, grant funding has provided much needed assistance in covering some of the organizational costs including salaries and benefits offsetting the need for greater contributions from stakeholders in many cases. The study recommended that additional revenue sources be sought in the way of fees for services.

Interviewees in the land grant system said that the USPCE mandate is even more important today than seven years ago when the organization began. The original mission revolved around pork producers as the target

audience. The study surmised that pork producers were actually an indirect beneficiary group rather than a direct one. The report concluded that the focus be changed to reflect a new proposed mandate: to serve the swine programs at land grant universities through facilitating collaborative efforts among multiple swine programs. The report strongly suggested that pork producers were beneficiaries and that it is justified for producer groups, state and national, to financially support the efforts of USPCE even though pork producers are not seen as direct beneficiaries.

Criteria proposed as a litmus test for all programs and activities considered for USPCE included the following three components: service to land grants, high impact, and low competition. From this, it was concluded that the programs with the highest potential impact and the lowest competition include the education and training programs of the USPCE including the Swine Science Online (SSO) and the Professional Swine Managers (PSM) programs.

The study concluded that the culture of the USPCE should be described as collaborative, freely sharing success and credit with all participants, an academic culture, committed to scientific research, exuding a service mentality, entrepreneurial, independent of political influences, having quantifiable goals, and expecting accountability of results.

A new strategic plan complete with a mission, vision, and objectives will be developed and communicated to all stakeholders soon.



Special Thanks

The USPCE thanks the National Pork Board and Bob Ludwig of The Hale Group for conducting the USPCE strategic assessment.

We would also like to thank our partners for their continued support.

USPCE Partners

Government Sectors



National Pork Organizations



State Pork Associations

Tennessee Pork Producers Association



Illinois Pork Producers.
Generations of Commitment.



USPCE Partners

Land Grant Universities



IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY



UNIVERSITY OF MINNESOTA
EXTENSION



NDSU
NORTH DAKOTA STATE UNIVERSITY FARGO



MICHIGAN STATE
UNIVERSITY



UNIVERSITY OF
Nebraska
Lincoln

NC STATE UNIVERSITY



PURDUE
UNIVERSITY



THE UNIVERSITY OF
TENNESSEE **UT**



1872 Virginia Tech

WASHINGTON STATE UNIVERSITY
EXTENSION

West Virginia University

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