



# agInnovation Northeast Spring Meeting

Cornell AgriTech

630 West North Street, Geneva, NY 14456

Agenda (2/2/2026) v7

*Tuesday, March 17 [Cornell AgriTech]*

7:00 am – 7:30 am	<i>Short commute from Holiday Inn Express (530 Hamilton Street, Geneva, NY) to Cornell AgriTech</i>
7:30 am – 8:30 am	<i>Breakfast at Cornell Agritech</i>
8:30 am – 9:00 am	<i>Call to Order and Introductions – Jason Hubbart, Chair</i> <ul style="list-style-type: none"> <li>• Introductions</li> <li>• Agenda modification (Additions/Deletions) and Approval</li> <li>• Approval of the minutes of December 18, 2025, Business Meeting</li> <li>• Chair's reflections</li> </ul>
9:00 am – 10:00 am	<i>Multistate Activities Committee – Puneet Srivastava, MAC chair</i> Items requiring agInnovation Northeast input <ul style="list-style-type: none"> <li>• NRSP New/Renew Project Presentations:               <ul style="list-style-type: none"> <li>• <b>9:30</b> - NRSP12 (Urban): Bill Miller (UMASS)</li> <li>• <b>9:45</b> - NRSP14 (Digital Ag): David Crowder (WSU)</li> </ul> </li> </ul> Items requiring agInnovation approval <ul style="list-style-type: none"> <li>• NE Multistate project proposals</li> <li>• Seeking AAs</li> </ul>
10:00 am – 10:45 am	<i>Cornell AgriTech: Station Profile – Chris Smart and Anna Katherine Mansfield</i>
10:45 am – 11:00 am	<i>Networking Break</i>
11:00 am – 12:00 pm	<i>Work Session: Leading Through Change: Overcoming Resistance and Building Trust in Organizations – Jason Hubbart</i> <ul style="list-style-type: none"> <li>• At its core, change management is about people; how they experience change, respond to uncertainty, and decide whether to trust the direction they're being asked to follow. In this session, Jason Hubbart will draw from his leadership</li> </ul>

	experience and his book <i>Leading Through Change</i> to explore practical strategies for communicating the “why,” reducing resistance, and building durable trust during times of transition. Participants will gain actionable tools and leadership approaches they can apply immediately as they guide their organizations through complex and often uncomfortable change.
12:00 pm – 1:00 pm	<i>Lunch</i>
1:00 pm – 2:30 pm	<i>Walking Tour-Cornell AgriTech</i> – Chris Smart
2:30 pm – 3:15 pm	<p><i>Communicating and Marketing the Value of the System:</i> – Bridget Krieger (Lewis/Burke), Doug Steele (APLU), and Stephanie Pearl (Adaptive Roots) (all by zoom)</p> <ul style="list-style-type: none"> <li>• Farm Bill</li> <li>• Appropriations</li> <li>• Capacity Funds Initiative</li> <li>• The Roadmap Project</li> <li>• RFA</li> </ul>
3:15 pm – 3:45 pm	<i>Break</i>
3:45 pm – 5:00 pm	<p><i>Work Session: Northeast Computational Research Initiative</i> – agInnovation Northeast Executive Committee</p> <ul style="list-style-type: none"> <li>• This interactive working session will guide participants through the development of a structured, rapid assessment of regional computational infrastructure, data assets, and workforce capacity relevant to agriculture, life sciences, and natural resources. The focus is on near-term deployability and identifying key barriers to multi-institutional collaboration, with outputs informing next-step initiative design and potential pilot activities.</li> </ul>
5:00 pm – 5:15 pm	<i>Summary and Action Steps</i> – Jason Hubbard
6:30 pm	Group Dinner at <a href="#">Kindred Fare</a>

## ***Wednesday, March 18 [Cornell AgriTech]***

7:00 am – 7:30 am	<i>Short commute from Holiday Inn Express to Cornell AgriTech</i>
7:30 am – 8:30 am	<i>Breakfast at Cornell Agritech</i>
8:30 am – 10:30 am	<p><i>Work Session: Possible topics</i></p> <p><i>Navigating Capacity Funds Under Persistent Uncertainty:</i> – TBD</p> <ul style="list-style-type: none"> <li>• A structured discussion on how experiment station leaders are adapting decision-making, protecting core capacity, and communicating public value</li> </ul>

	<p>amid continuing resolutions, delayed appropriations, and increased scrutiny of formula-funded programs.</p> <p><i>Operating in an Audit First Environment:</i> – TBD</p> <ul style="list-style-type: none"> <li>• A facilitated conversation grounded in recent audit experience focused on shared risk points, documentation expectations, and practical steps for moving from episodic compliance reactions to routine audit readiness.</li> </ul> <p><i>Sustaining Leadership Capacity in Experiment Stations:</i> – TBD</p> <ul style="list-style-type: none"> <li>• A peer discussion on workload, succession gaps, onboarding realities, and the structural challenges directors and associate directors face in sustaining effective leadership under long term resource and staffing constraints.</li> </ul> <p><i>Access, equity, and civil rights reviews: Compliance and balance:</i> – TBD</p> <ul style="list-style-type: none"> <li>• In a rapidly shifting policy environment, agInnovation Northeast leaders must ensure their programs remain accessible, compliant, and aligned with institutional and federal civil rights obligations. This work session will explore how to navigate access and equity responsibilities within evolving “no DEI” mandates while maintaining program integrity and minimizing institutional risk. Participants will discuss practical strategies, review civil rights compliance materials, and share real-world lessons learned. The session will focus on how to lead with clarity, document decisions effectively, and balance mission-driven programming with regulatory requirements.</li> </ul> <p><i>The current state of cost recovery strategies: Leading in a “pay-to-play” research environment:</i> – TBD</p> <ul style="list-style-type: none"> <li>• As research funding tightens and institutional expectations grow, agInnovation Northeast leaders are under increasing pressure to implement cost recovery systems that are financially sound, legally allowable, and perceived as fair by faculty and partners. Yet approaches to direct cost recovery vary widely across agricultural experiment stations, and poorly designed systems can create unintended inequities or strain relationships. This work session will explore current models for direct cost recovery, including fee schedules, recharge systems, and reimbursement approaches. Participants will discuss how to design systems that are transparent, defensible, and aligned with both compliance requirements and the research mission. Real-world examples and lessons learned will help leaders anticipate challenges and build approaches that balance financial sustainability with a strong culture of collaboration.</li> </ul>
10:30 am – 10:45 am	<i>Break</i>
10:45 am – 12:00 am	<p><i>Open Discussion and agInnovation Northeast Follow-up</i></p> <ul style="list-style-type: none"> <li>• NEW FARM/agTech Engine Proposal</li> <li>• IACUC (previously discussed and tabled)</li> <li>• The Great F&amp;A Debate: Where are we, where are you? (previously discussed and tabled)</li> <li>• Other stuff</li> </ul>
12:00 pm – 1:00 pm	Lunch

1: 00 pm	<b>Adjourn</b>
	<p>Future Meetings</p> <ul style="list-style-type: none"> <li>• NERAOC Annual Meeting, Kansas City, KS, March TBD 2026</li> <li>• Northeast Joint Summer Session (NEED/agInnovation Northeast/NE AHS, CARET), Burlington, VT, June 1-3, 2026</li> <li>• 2026 BAA Summer Leadership Meeting (formerly Joint COPS), Portland, OR, July 13-15, 2026</li> <li>• agInnovation Fall Meeting, Grand Junction, CO, September 21-25, 2026</li> </ul>

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